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The City of New York



Preliminary Fiscal 2000

MAYOR'S MANAGEMENT REPORT

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INTRODUCTION

The Summary Volume of the Preliminary Fiscal 2000 Mayor's Management Report assesses the performance of City agencies during the period July through October 1999, with data presented in key areas through December 1999 or January 2000 where available; and articulates the Administration's plans and priorities. These priorities are:

- Enhancing the safety, well-being and future of our children through improvements in protective and preventive services, education, and other services to children and youth.
- Continuing the improvement in public safety achieved to date, by attacking the illegal use and sale of narcotics, implementing targeted enforcement strategies, enhancing emergency response services, and improving relations with communities.
- Advancing quality-of-life initiatives in areas such as infrastructure, community services and public health.
- Continuing to move people off of public assistance and toward self-sufficiency, while continuing to provide social services for those truly in need.
- Restructuring agency operations to enhance customer service in every area where citizens interact with government.
- Using state-of-the-art technology and new media to enhance service delivery, address citizens' needs and maximize cost-effectiveness.
- Continuing to downsize City government and control City government spending to achieve long-term fiscal stability, while enhancing the delivery of core services.
- Fostering the continued growth of private sector employment through targeted tax cuts, business recruitment and retention efforts, economic development initiatives, regulatory reform and raising the City's educational standards.
- Helping to lower the cost of doing business in the City by eliminating the influence of organized crime in areas such as commercial carting, wholesale food markets and the construction industry.
- Continuing to work with city agencies and private organizations to develop and implement citywide family violence strategies that emphasize prevention of family violence through awareness of its devastating effects on society.

CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The Preliminary Fiscal 2000 Mayor's Management Report (MMR), as required by the City Charter, assesses agency performance during the period July through October 1999. Charts present data for a number of indicators through December 1999 or January 2000 where available, and long-term trend data are included for many key indicators. The Report also presents objectives and performance targets for Fiscal 2000 and preliminary targets for Fiscal 2001. Volume I of the MMR presents narratives and key performance indicators for each of 44 City agencies, offices and covered organizations, as well as highlights of the City's January 2000 Financial Plan for each agency. Volume II presents tables of agency-specific indicators, and of citywide indicators such as budgeted expenditures, headcounts, workforce management statistics and procurements. The Summary Volume of the MMR presents an overview of City government's performance and plans in broad service areas, highlighting key initiatives and indices of the City's well-being drawn from within and outside government agencies.

Several format elements in the Preliminary Fiscal 2000 MMR expand on recent innovations to present new information of interest to users, and to present existing information in new and more accessible ways:

- As in the Preliminary Fiscal 1999 MMR, actual indicator values for the first four months of Fiscal 2000 are compared with actual values for the same period of Fiscal 1999. Unless otherwise noted, variance explanations in Volume II of the Report refer to these comparisons. The exception is in citywide indicator tables that are directly linked to budget figures – expenditures, revenues, personnel and capital commitments. In these tables, four-month actual values are compared to four-month plans that are part of the City's budget.
- Five-year trend tables for critical indicators, appearing at the end of agency narrative sections in Volume I of the MMR, were first introduced in the Fiscal 1999 MMR released in September 1999. The tables have been expanded to include four-month actual figures; in addition to data for Fiscal 1995 through Fiscal 1999, as presented in the previous Report, data has been added for the first four months of Fiscal 1999 and Fiscal 2000.
- Narrative and indicator information for the City University of New York, which first appeared in the Fiscal 1999 MMR, has been expanded to include agency objectives for Fiscal 2000 and 2001, as well as five-year trend tables for critical indicators.

For the first time, a user survey is included with the published Preliminary Fiscal 2000 MMR. The survey elicits information on who uses the Report, for what purposes is the Report used, and how satisfied are users with various elements of the Report. Space is also provided to comment on desired changes in the MMR. Responses will provide a basis for planning future enhancements. All readers of the MMR are asked to complete this survey and mail it to the address below. If extra copies of the survey are needed, please request them by contacting the Mayor's Office of Operations through NYC LINK™, the City's official web site, or by mail at the following address:

New York City Mayor's Office of Operations
100 Church Street, 20th Floor
New York, NY 10007

CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The format and content of the MMR have been revised during the current Administration to focus critical attention on agencies' strategic plans, operational directions and performance. New elements include goals and objectives outlined at the beginning of each agency narrative; programmatic indicator sections summarizing data from different agencies on broad service themes; greatly expanded use of graphic presentations, including long-term data comparisons; and many recently-introduced indicators focusing on direct service outcomes. In overseeing the development of the MMR, the Administration has acted on input from key users of the Report, incorporating many new types of information in response to user requests. In particular, the City Council has played a substantial role in reviewing the Report and formulating recommendations.

The Maxwell School at Syracuse University, in conjunction with *Governing* magazine, recently conducted a survey entitled the "Government Performance Project." The survey assessed the largest 35 U.S. cities, based on revenue totals, that manage systems to deliver public services. New York City ranked in a tie for sixth overall, receiving an average grade of B. This is a significant improvement from *Financial World* magazine's survey in March 1995, which ranked New York 22nd of 30 U.S. cities, with an overall grade of C+.

The five areas covered in the survey are Financial Management, Human Resources, Information Technology, Capital Management and Managing for Results. New York City exceeded the national average in each of these areas. In reviewing the City's performance on Managing for Results, the February 2000 issue of *Governing* magazine notes, "The Mayor's Management Report is an unusually powerful document, with 3,500 separate indicators covering the city's performance. Outcome measures are used for about one-third of the agencies, including about two-thirds of those with service missions that impact the public."

The Appendix to this Summary Volume lists changes to quantitative indicators that appear in Volume II of the Preliminary Fiscal 2000 Mayor's Management Report.

NEIGHBORHOOD QUALITY OF LIFE

Government's foremost responsibility is to maintain and improve citizens' quality of life. This section summarizes recent progress and ongoing initiatives in areas including public safety, traffic, street and roadway conditions, sanitation, housing, parks and playgrounds, and public health.

PUBLIC SAFETY

CRIME REDUCTION

New York is the nation's safest large city. During the first six months of Calendar 1999, the most recent period for which FBI data is available, the City's Total FBI Index Crime rate decreased by 8.2 percent, from 2,150.8 crimes per 100,000 population during the first half of Calendar 1998 to 1,975.3 per 100,000 during the same period of Calendar 1999. In descending order of crime incidence, New York ranked 159th of the 203 U.S. cities with a population over 100,000 reporting preliminary data to the FBI during the first six months of Calendar 1999; this ranking represents an increase compared to the first half of 1998, when New York ranked 163rd of 197 cities reporting. In the first six months of 1993 New York ranked 87th out of 181 cities reporting.

As reported in COMPSTAT preliminary statistics, which reflect State Penal Law Offenses, the total number of crime complaints for the seven major felonies reported in Calendar 1999 to the New York City Police Department (NYPD) declined by 8.5 percent compared to Calendar 1998 and 55 percent compared to Calendar 1993. In Calendar 1999 NYPD recorded the lowest number of complaints for the seven major felonies in 30 years.

Based on preliminary statistics, murder increased by 6 percent from Calendar 1998 to Calendar 1999, but declined by 65 percent from Calendar 1993 to Calendar 1999. Crimes against persons fell by 9 percent from Calendar 1998 to Calendar 1999 and 51 percent from Calendar 1993 to Calendar 1999. Crimes against property declined by 8 percent from Calendar 1998 to Calendar 1999 and 55 percent from Calendar 1993 to Calendar 1999. From Calendar 1993 to Calendar 1999, major declines were also recorded in incidents of grand larceny motor vehicle, which fell by 65 percent; burglary, which fell by 59 percent; robbery, which fell by 58 percent; grand larceny, which fell by 42 percent; felonious assault, which fell by 37 percent; and forcible rape, which fell by 32 percent.

The City's housing developments have seen significant reductions in crime, reflecting the merger of the Housing Police with NYPD in May 1995 and the increasing use of closed circuit television cameras. Reports of major felony complaints in housing developments dropped 14 percent from Calendar 1998 to Calendar 1999 and 31 percent from Calendar 1995 to Calendar 1999. Reports of major felonies in the transit system dropped 6 percent from Calendar 1998 to Calendar 1999.

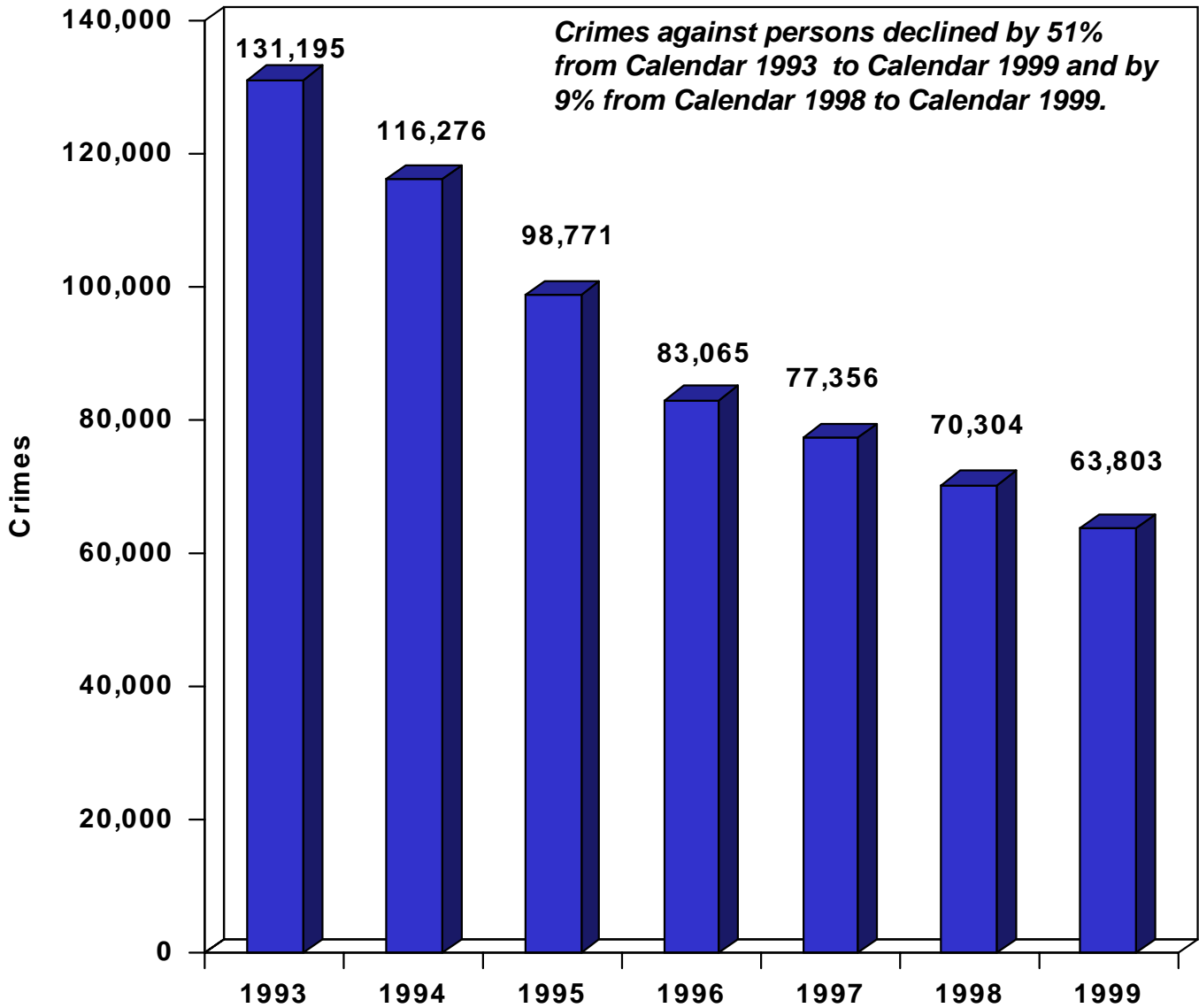
Anticrime Strategies

The City's crime reductions are the result of targeted enforcement strategies implemented by the New York City Police Department. These strategies are designed to:

- Reduce the number of shooting incidents and guns on the street.
- Reduce youth crime by increased attention to juvenile offenses and by coordinated action against gangs.
- Target major narcotics offenders for enforcement, as well as street-level drug dealers and buyers.
- Expand efforts to deter domestic violence, including child abuse, through more intensive investigation and arrests for family-related offenses.

New York City Police Department

Crimes Against Persons* Calendar 1993-1999



Figures are based on preliminary data.

*Murder and Non-Negligent Manslaughter, Forcible Rape, Robbery and Felonious Assault.

NEIGHBORHOOD QUALITY OF LIFE

- Help communities reduce the number of quality-of-life violations, including prostitution, graffiti, illegal sex shops, illegal peddling, public drinking and unreasonable noise.
- Reduce the number of grand larceny automobile complaints.
- Improve the flow of traffic and ensure pedestrian safety.
- Promote positive police/community relations by emphasizing courtesy, professionalism and respect.
- Bring fugitives to justice by focusing on pursuit of warrant violators.

Fighting Narcotics

During July through October 1999 NYPD's Organized Crime Control Bureau (OCCB) Narcotics Division deployed 3,394 investigators and supervisors to conduct drug enforcement activities throughout the City. During these four months the Narcotics Division made 29,751, or 77 percent, of the City's estimated 38,832 drug arrests, up from 66 percent of the estimated arrests during the same period of Fiscal 1999; executed 838 warrants; and confiscated approximately \$15.4 million in currency from drug-related offenses, up 3 percent from the \$14.9 million seized during the same period of 1998.

The Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts which have severe narcotics problems. In Fiscal 1999 NYPD expanded the NMI concept to precincts in every patrol borough. As of October 1999 there were narcotics initiatives in 37 precincts, including eight in the Bronx, 15 in Brooklyn, seven in Manhattan, six in Queens, and one in Staten Island. Each initiative is held responsible for mustering and targeting all available police resources to eliminate the drug problem from its precinct.

As part of the Mayor's Initiative to remove drugs from City neighborhoods and schools, NYPD's Housing Bureau continues to conduct the After School Program for Interactive Recreation and Education (ASPIRE) for children living in or near City housing developments. In Fall 1999 there were 705 children aged 9 through 12 and 408 teens aged 13 through 19 enrolled in ASPIRE, which operates at 80 New York City Housing Authority locations.

Safe At Home, a component of the Mayor anti-drug strategy, combines concentrated housing development and preservation activity with intensified law enforcement efforts in targeted neighborhoods. This initiative is expected to promote long-term community safety, stability, and renewal in neighborhoods that were previously beset by illegal drug activities and building dilapidation. The Department of Housing Preservation and Development (HPD) and the Police Department are implementing Safe At Home on designated blocks surrounding two target areas: the Boston Road corridor in the 42nd Precinct in the South Bronx, and the Fulton Street and Nostrand Avenue intersection in the 79th Precinct in Brooklyn. During the next two years the City will invest more than \$79.5 million in new development and preservation activity through Safe At Home, building approximately 488 units of new home construction, renovating approximately 1,149 units in City-owned buildings slated for private ownership, and creating a comprehensive anti-abandonment program. When combined with previous commitments to the target areas, the City investment totals more than \$184 million.

The Mayor's anti-drug initiative recognizes the important of treatment as well as enforcement. Some initiatives of the City's Health and Hospitals Corporation (HHC) are as follows:

NEIGHBORHOOD QUALITY OF LIFE

- The Cumberland Family Health and Support Center was established in 1999 to provide case management services focused on the integration of substance abuse, primary care and mental health services. The center has made increased employment one of the three main goals of the program, along with maintaining sobriety and family reunification. During the first four months of Fiscal 2000 Cumberland's Family Health and Support Center received 79 referrals, 33 from the Administration for Children Services and 46 internally from Cumberland's Chemical Dependency Division.
- During the first quarter of Fiscal 2000 a total of 16 Vocational Rehabilitation Counselors and seven HRA workers were deployed within various HHC methadone programs to ensure that all substance abuse treatment plans incorporate employment needs and vocational goals as necessary and appropriate.
- In April 1999 HHC received \$3.5 million in City Council funds to enhance its substance abuse programs at Coney Island, Elmhurst, Lincoln, Kings County and Woodhull hospitals. In June 1999 Coney Island Hospital hired three staff to expand vocational services to substance abusers. New services include the completion of an assessment for all newly admitted individuals and pre-vocational work readiness groups. Vocational staff are involved in establishing treatment goals and making referrals to job training and placement services.

In conjunction with a private criminal justice institute, the Department of Juvenile Justice (DJJ) will assess the prevalence of severe drug use among the City's detained juvenile population and develop effective interventions. The federal government and a private foundation are funding the first phase of the research project.

In May 1999 the Department of Probation (DOP) introduced the Juvenile Substance Abuse and Violence Deterrence (J-SAVD) program. J-SAVD is a family court intake diversion program that targets both youngsters who are classified as juvenile delinquents and certain Persons in Need of Supervision cases. J-SAVD staff offer risk and need assessment; provide treatment, monitoring and mental health services for youth and their families; maintain close contacts with the Board of Education and the Administration for Children's Services; and supervise the academic status of program participants to ensure attendance and productivity. The program received 91 cases during the first four months of Fiscal 2000; of these, only seven have been remanded to the Court.

The Department takes an active role in ensuring that probationers who test positive for drugs while under supervision receive the necessary treatment, and is currently developing a comprehensive plan to reflect and act on new monitoring and treatment information. DOP hopes to use both new monitoring and testing technologies and expanded performance indicators to ensure that probationers with substance abuse problems receive prompt, attentive and efficient treatment.

In December 1998 the Department began testing the use of ion scanners, which will enable Probation officers to conduct non-invasive drug testing during field visits through the detection of microscopic traces of illegal drugs on a probationer's clothing or furniture. Since the study began, 1,208 tests have been conducted on 971 probationers. The study period ended in December 1999, and recommendations for future deployment are expected in the first quarter of Calendar 2000.

NEIGHBORHOOD QUALITY OF LIFE

Closed Circuit Television Program

During the first four months of Fiscal 2000 NYPD expanded its use of closed circuit television (CCTV) technology to help produce significant decreases in major felony crime. With the installation of a total of 100 cameras, the CCTV system at the Albany Houses in Brooklyn is now fully operational. During July through December 1999 major felony crime in the Albany Houses declined by 19 percent compared to the same period of Calendar 1998. In the first half of Fiscal 1999 the Department completed the installation of 105 cameras at the Grant Houses in Manhattan. During July through December 1999 major felony crime in the Grant Houses fell by 22 percent, compared to the same period of Calendar 1998. The Department also installed 100 additional CCTV cameras at the South Jamaica Houses in Queens, for a total of 260 cameras; 120 CCTV cameras in the Bronx River Houses; and 64 cameras in the Stapleton Houses on Staten Island.

Quality of Life Enforcement

In January 1999 NYPD implemented a new automobile crime initiative, designating automobile crime coordinators at each patrol borough to supervise a borough-level investigations team and several uniformed automobile theft units. In Calendar 1999 NYPD reported a 10 percent decrease in grand larceny motor vehicle complaints compared to Calendar 1998 and a 65 percent decrease compared to Calendar 1993.

Using the Nuisance Abatement Law, the NYPD Legal Bureau's Civil Enforcement Initiative implemented 225 court-ordered closings of illegally-run businesses during the first four months of Fiscal 2000, compared to 252 closings during the same period in Fiscal 1999. Reasons for closings included illegal drug or drug paraphernalia sales, alcohol sales in violation of State Liquor Authority regulations, gambling, fencing of stolen goods and trademark violations. In addition, NYPD's Civil Enforcement Unit initiated three Nuisance Abatement cases under the adult-use provisions of the New York City Zoning Resolution.

In Summer 1998, along with several other City agencies, the Law Department conducted a review to ensure that over 140 establishments were in compliance with the City's adult-use zoning provisions. Those provisions, adopted in October 1995, instituted the City's first set of restrictions on the locations of establishments offering adult entertainment. The New York Court of Appeals, the United States Supreme Court, and the United States Court of Appeals for the Second Circuit considered challenges to the zoning provisions and unanimously rejected them. During Fiscal 1999 the Department initiated 77 Nuisance Abatement Law actions against adult-use establishments for failing to comply with the law. The Department of Buildings conducted over 261 field visits during the first four months of Fiscal 2000 as part of the enforcement of this law, and will continue to conduct inspections of the remaining establishments throughout Fiscal 2000.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative, which coordinates agency responses to quality-of-life problems in locations identified by communities. The Department of Environmental Protection (DEP) works in collaboration with the Police Department and other agencies to inspect these locations; it also enforces compliance with the appropriate sections of the air and noise code. DEP participated in 31 MARCH inspections in Manhattan, Brooklyn, the Bronx and Queens during the first four months of Fiscal 2000; it has participated in a total of 102 inspections since the program's inception.

New York City Police Department

Closed Circuit Television Cameras in Housing Developments Major Felony Crime Reductions July-December 1998-1999

**Crime
Reduction in
All Housing
Developments**

13%

**Crime
Reduction
in Albany
Houses**

19%

**Crime
Reduction
in Grant
Houses**

22%

Based on preliminary data.

NEIGHBORHOOD QUALITY OF LIFE

Traffic Enforcement and Safety

In February 1999 the Department implemented a new Driving While Intoxicated (DWI) initiative, authorizing arresting officers to seize vehicles owned and operated by intoxicated drivers at the time of arrest. From the inception of the DWI initiative through the end of Calendar 1999, the Department seized 1,458 vehicles. In Calendar 1999 NYPD made 4,913 drunk-driving arrests, a decrease of 18 percent compared to 5,959 drunk-driving arrests during the same period of Calendar 1998. Drunk-driving related traffic fatalities decreased 32 percent, from 34 fatalities to 23 fatalities, during Calendar 1999. Drunk-driving related traffic accidents decreased 14 percent, from 1,973 accidents to 1,695 accidents, during the same period.

While drunk-driving fatalities have decreased, there was approximately a 10 percent increase in the number of overall vehicle accidents and fatalities during the same period. Due to this trend, in January 1999 Mayor Giuliani announced an initiative to combat aggressive driving. The NYPD will dedicate specific patrol cars to this effort; 25 of them will be outfitted with two cameras, in the back and front of the car, to document instances of blatant aggressive and hazardous driving. As with drunk-driving, if an individual is charged with a misdemeanor for aggressive driving, the car will be seized. The goal is to ensure that individuals drive safely and responsibly, to protect the lives of the driver and those sharing the road.

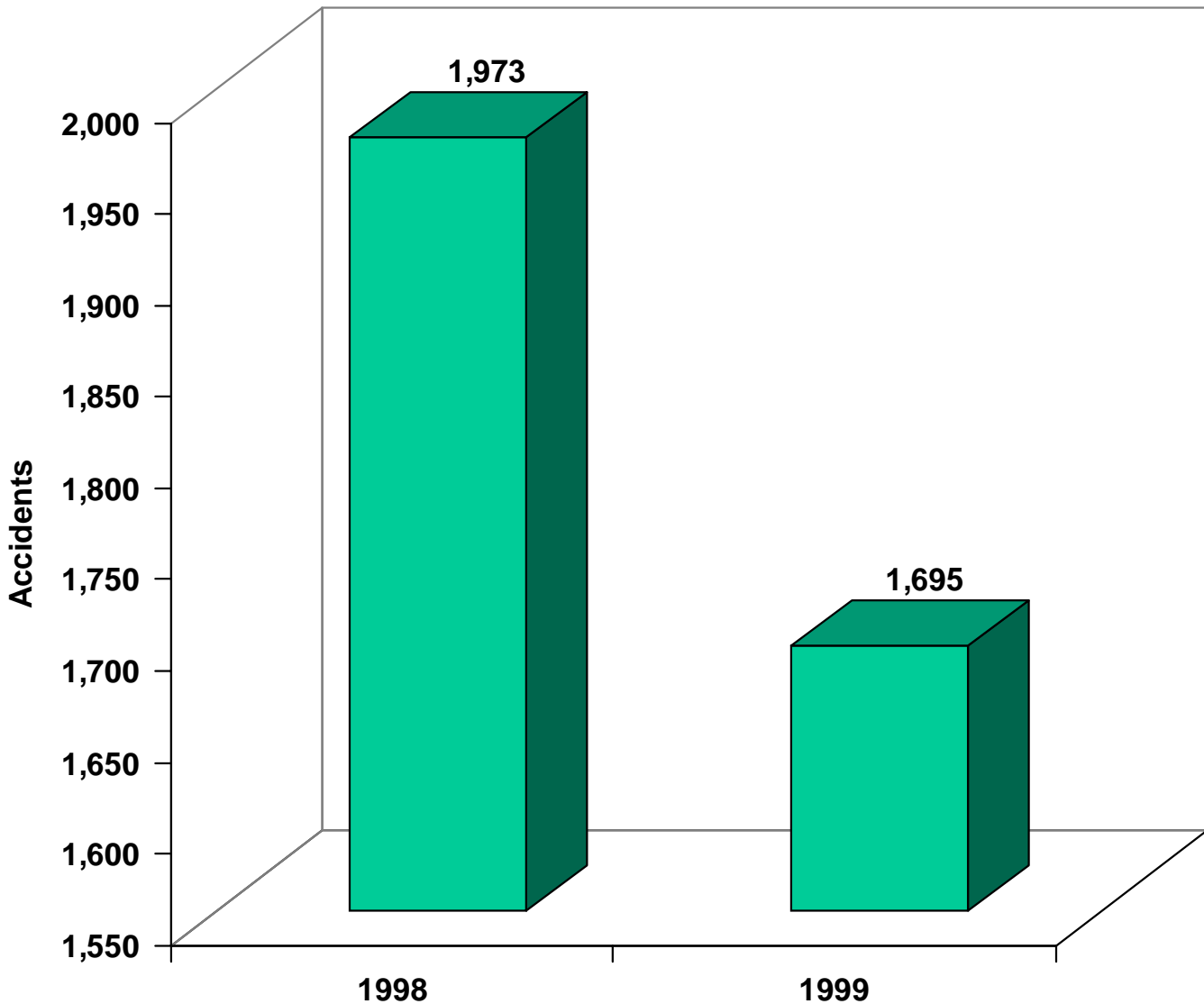
Using a grant from the State, in February 1999 NYPD began its Highway Emergency Local Patrol (HELP) program, in which civilian NYPD personnel assist stranded motorists on selected limited-access highways in the New York metropolitan area. Since HELP's inception it has aided approximately 5,000 motorists on area highways, including over 2,200 during the first four months of Fiscal 2000.

As part of the City's 1999 Holiday Traffic Control Plan, NYPD developed a number of targeted traffic operations to enhance safety or improve traffic flow, including the following:

- "Don't Block the Box" targets vehicle spillback in intersections. There were 10 operations from August to November 1999 that resulted in 17,705 summonses.
- "Operation Move Along" targets double parking, unauthorized use of bus lanes and other offenses that cause traffic congestion. There were four operations in October 1999 that resulted in 28,886 summonses issued, 246 vehicles booted and 958 vehicles towed.
- "Drive Safe and Sober" targets drunk drivers and other unsafe drivers, such as speeders. In conjunction with the State police NYPD issued 6,145 summonses and made 51 arrests from April to December 1999.
- "Aggressive Driving" targets speeding recidivists and other hazardous drivers for enhanced penalties. Since inception in July 1999 through November 1999 NYPD issued more than 16,000 summonses.
- "Buckle Up" targets drivers who do not use seatbelts. In September and November 1999 there were two operations that resulted in more than 30,000 summonses.
- "Matinee" targets illegally parked vehicles and idling buses in Manhattan's theater district during matinee hours. During the period from June to November 1999 NYPD issued 3,298 summonses.
- "On Board" targets violators of bus lane regulations. NYPD traffic enforcement agents riding City buses issued 3,112 summonses and towed 25 vehicles in the first four months of Fiscal 2000.

New York City Police Department

DWI Initiative Drunk-Driving Related Traffic Accidents Calendar 1998-1999



* The initiative began on February 22, 1999

NEIGHBORHOOD QUALITY OF LIFE

- “Safe Transportation” addresses moving and parking violations along primary City roadways. There were eight operations during the first four months of Fiscal 2000 that resulted in approximately 14,800 summonses issued, 54 arrests made and 616 vehicles seized.

The Taxi and Limousine Commission (TLC) remains committed to addressing service refusals to passengers through Operation Refusal. Begun as a pilot program in 1996 and funded as a permanent part of TLC’s mission in 1997, Operation Refusal uses undercover TLC inspectors to pose as prospective taxicab passengers and test driver licensees’ compliance with the rules and laws against all forms of service refusal to passengers. During the first six months of Fiscal 2000 TLC tested 1,876 driver licensees through Operation Refusal, producing 147 service refusal summonses and 1,421 summonses for other violations.

In November 1999 NYPD and TLC established an enhanced Operation Refusal enforcement initiative. This initiative fields approximately 200 TLC inspectors and Police Officers in coordinated citywide undercover testing. Through this initiative, drivers who are found to refuse service to passengers are summarily suspended. TLC and NYPD have conducted three joint operations since November 1999. Of the total 6,634 tests conducted through the joint initiative, 37 drivers were cited for refusing service and summarily suspended. Of the 1,857 tests for bias refusal, there were 15 failures. The joint effort will continue as part of TLC’s regular Operation Refusal.

The safety and viability of the taxicab industry in New York City continues to improve as a result of the Administration’s Comprehensive Taxicab and Livery Industry Reform Package, which focuses on the promotion of public and consumer safety requirements such as mandatory annual drug testing, increased liability insurance coverage, mandatory accident reporting, and stricter guidelines for the Persistent Violators and Critical Driver Programs. Since the inception of the Probationary License Rule in July 1998, 130 drivers have had their licenses revoked. Since the Persistent Violator Program began in July 1998, 394 drivers have had their licenses suspended and 107 driver have had their licenses revoked. Since the inception of the Critical Driver Program in February 1999, 265 drivers have had their licenses suspended and 14 drivers have had their licenses revoked. Through TLC’s Critical Driver Program rule, adopted by the Commission in November 1998, passenger and public safety is enhanced by close examination of medallion and for-hire vehicle driver records; TLC examines State Department of Motor Vehicle (DMV) records to evaluate driver performance. The program enables TLC to suspend for 30 days the license of medallion taxicab or for-hire drivers accruing six State DMV points, and to revoke the license of anyone accruing 10 or more points on their State DMV license during a 15-month period.

During the first four months of Fiscal 2000 NYPD’s Surface Transportation Enforcement District coordinated four Operation Safe Taxi initiatives in Manhattan, which encourage all police personnel to address unsafe driving offenses by medallion taxi drivers. The initiatives resulted in 4,005 summonses and five arrests.

In Fiscal 2000 the Department of Transportation (DOT) continues to implement traffic engineering measures to improve pedestrian and motorist safety and mobility. A total of 160 signs were installed on 35 blockfaces in Manhattan near the Queensboro Bridge; the signs revised and replaced curbside parking regulations to improve traffic flow during peak periods and increase parking opportunities for residents and visitors during off-peak periods. In Bay Ridge, Brooklyn, DOT completed plans to add 33 parking spaces. DOT installed the first two-way left turn lane in the City along a two-block stretch of Hyland Boulevard in Staten Island to provide safe access for motorists to local businesses. Also on Hyland Boulevard, plans were completed for the installation of 23 large street name signs and 46 advance street names signs to assist the elderly and visitors unfamiliar with the area in identifying cross streets.

NEIGHBORHOOD QUALITY OF LIFE

DOT continues to work with NYPD to improve safety at dangerous locations, each of which typically consists of several blocks and intersections. NYPD's TrafficStat program conducts preliminary investigations to identify critical locations within each precinct; DOT then conducts detailed follow-up investigations to develop traffic engineering solutions, including signal modifications, turn restrictions, sign replacement and parking controls. As of the end of October 1999, DOT's investigations had identified the necessity for installing 110 replacement or new signs and one new signal, modifying 10 existing signals, and installing pavement markings at 63 locations.

The Department is making safety improvements on major corridors including the Grand Concourse in the Bronx, Grand Army Plaza and Eastern Parkway in Brooklyn, and Queens Boulevard in Queens. These improvements include sign changes, installation of pavement markings such as high-visibility crosswalks and STOP bars, and signal timing modifications. DOT expects to complete all of these improvements by Summer 2000. The Department also continues to develop and implement improvements at high pedestrian-accident locations. These improvements include installing separators to ensure pedestrian crossing at the safest locations, eliminating through traffic in certain areas, and upgrading signs and markings. DOT has broadened its focus to include larger scale safety improvements on major roadways while continuing to implement improvements at the most dangerous intersections.

DOT's three-year School Safety initiative, which began in June 1998, will protect students and pedestrians from transportation-related hazards near the City's 1,350 elementary and middle schools. As of the end of October 1999 the Department completed the first phase of this initiative, which included field surveys at all schools and replacement of 3,077 priority regulatory signs that were found to be deficient. For the second phase, DOT will initiate a Request for Proposals (RFP) to develop innovative traffic and safety improvements in the vicinity of schools with a disproportionate number of accidents and injuries. The contractor selected will identify effective measures to improve traffic safety at schools, design improvements for individual schools, and develop and implement a pilot program. The Department anticipates that a contractor will begin work by the end of Calendar 2000.

As part of the School Safety Initiative, DOT installed over 2,500 new fluorescent yellow-green school-crossing signs citywide. The Department will upgrade all 20,000 school-crossing signs by October 2000. DOT also installed 5,754 "SCHOOL X-ING" word messages in front of school crosswalks. DOT will install these roadway markings at 30,000 lanes approaching school crosswalks citywide by the end of Fiscal 2002.

In September 1999 DOT received the American Automobile Association's (AAA) Distinguished Achievement Award for community traffic safety programs. The award recognizes DOT's outstanding efforts in successfully addressing local traffic safety issues through education, engineering and enforcement. New York City is one of only two communities nationwide to earn the AAA's highest award.

Arrest-to-Arraignment Time

NYPD average arrest-to-arraignment (ATA) time decreased 4 percent, from 23 hours during the first four months of Fiscal 1999 to 22 hours during the same period of Fiscal 2000. ATA time begins at arrest and ends at the appearance of an arrestee before a judge for arraignment, and includes the time it takes the District Attorney to prepare the complaint.

NEIGHBORHOOD QUALITY OF LIFE

Improved arrest-to-arraignment times have been achieved through closer cooperation among law enforcement entities and the introduction of new technology. During Fiscal 2000 NYPD has installed nine new LIVESCAN terminals in precinct, transit and housing commands with high arrest volume. These terminals capture digitized fingerprints and interface with State Division of Criminal Justice Services (DCJS) records in Albany. As a result of these processing enhancements, in November 1999 the average amount of time it took to receive criminal records from DCJS was six hours, compared to 14 hours before LIVESCAN was introduced in May 1996. In September 1999 the Department introduced a new electronic photo-imaging system that automatically provides investigators with both a warrant and a suspect photograph. Installations at all borough court sites and the Midtown Community Court are now complete, and viewing terminals are available at all local precinct detective squads. By the end of Fiscal 2000 NYPD will equip every precinct with hand-held digital cameras to capture electronic images of suspects. In addition, by the end of Fiscal 2000 NYPD will implement the use of electronic signature pads for District Attorney affidavits in all precincts in Queens.

Response Time to Crimes in Progress

During the first four months of Fiscal 2000 the Police Department's average reported response time to critical and serious crimes-in-progress calls fell to 9 minutes, compared with 9 minutes 18 seconds during the same months of Fiscal 1999. However, overall reported response time – which includes non-critical crimes-in-progress calls – increased from 10 minutes 30 seconds to 10 minutes 48 seconds over the same period.

POLICE/COMMUNITY RELATIONS

Courtesy, Professionalism, Respect (CPR) Strategy

In September 1999 the State Regional Community Policing Institute received approval for third-year grant funding to expand cultural diversity training for recent City Police Academy graduates and field training supervisors. The Institute is comprised of members of the Department, the John Jay College of Criminal Justice, the Citizens Committee of New York, and the State Bureau for Municipal Police. In addition to covering Spanish, Haitian, Chinese, South-East Asian, Russian, and African/Caribbean-American languages and cultures, this expanded training will include material on gay and lesbian communities, as well as CPR workshops to train police officers and community members in collaborative problem solving.

Beginning with the July 1999 Police Academy class, recruits are now required to study, research and present information on a specific subculture or minority group. In addition, new recruits must attend a cultural diversity seminar, where they will participate in discussions on such topics as tolerance and the avoidance of racial profiling and stereotyping. These efforts are designed to enhance the cultural awareness of new police officers.

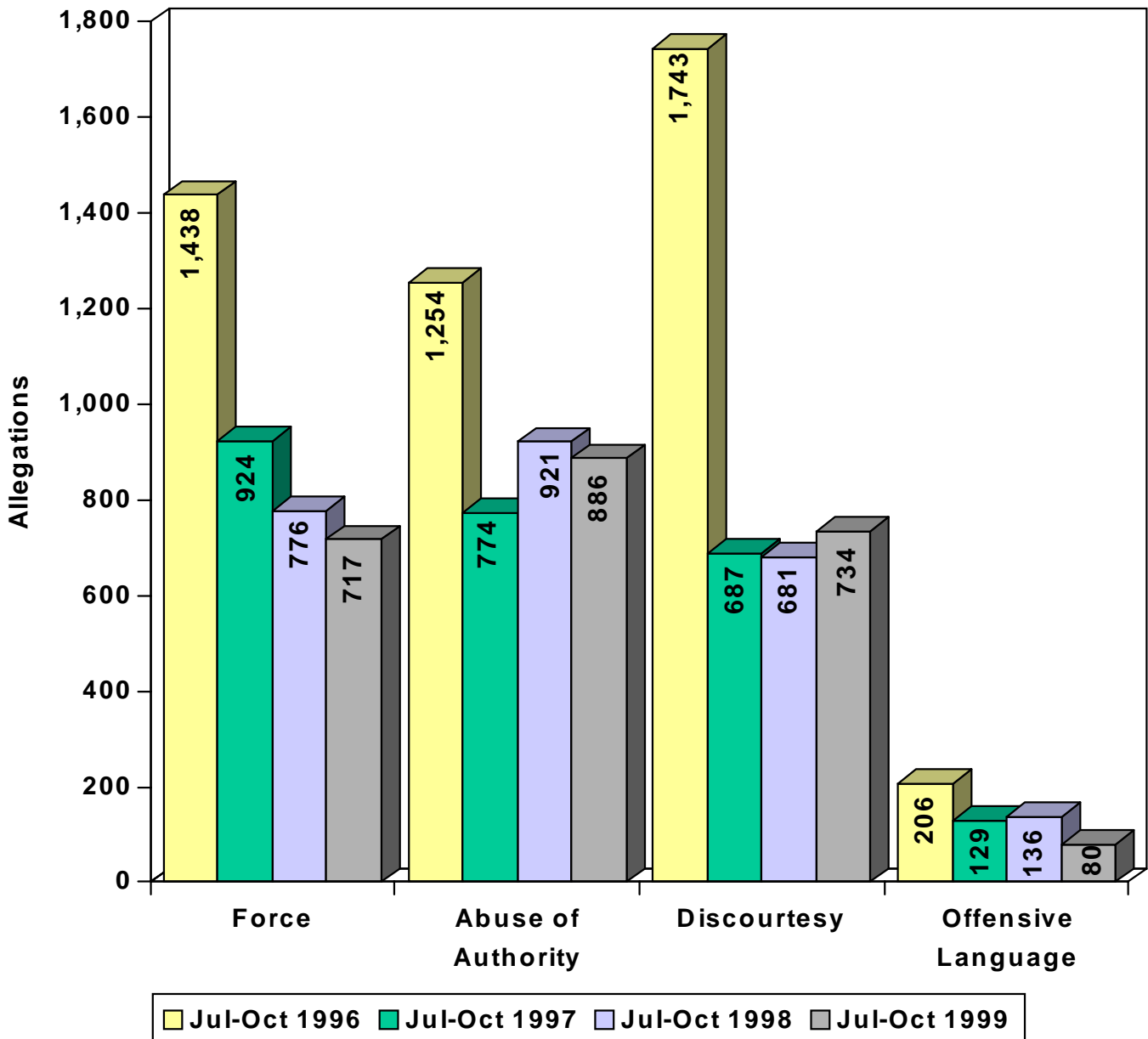
Civilian Complaint Review Board (CCRB)

During the first four months of Fiscal 2000 CCRB received received 717 unnecessary force allegations, down 8 percent from 776 allegations during the same period of Fiscal 1999; 886 abuse of authority allegations, down 4 percent from 921 allegations during the same period of Fiscal 1999; 734 discourtesy allegations, up 8 percent from 681 allegations during the same period of Fiscal 1999; and 80 offensive language allegations, down 41 percent from 136 allegations during the same period of Fiscal 1999.

As of the end of October 1999 the Board had recruited 15 of the 16 planned senior investigators and 90 of the 99 planned confidential investigators, thus increasing CCRB's ability to manage its cases effectively and improving the quality of CCRB's investigations.

Civilian Complaint Review Board

Allegations July - October 1996 - 1999



NEIGHBORHOOD QUALITY OF LIFE

DOMESTIC VIOLENCE

The Mayor's Commission to Combat Family Violence works with City agencies and private organizations to develop and implement a comprehensive citywide strategy that addresses all aspects of family violence. The Commission formulates policies and programs, coordinates systems and services, and implements public education campaigns to raise awareness of family violence and its devastating effects on society, and to underscore the City's zero-tolerance approach.

Since 1994, when established by Mayor Giuliani, the Commission has provided a mechanism for ensuring that government agencies and other organizations work together to effectively address domestic violence throughout the City. The Commission also establishes procedures for City agencies to respond appropriately to family violence situations.

In the past few years City agencies have developed programs for domestic violence victims and their families, and have expanded and improved upon these successes. NYPD has placed designated domestic violence prevention officers and investigators in every precinct in the City, totaling over 300 officers. In this reporting period NYPD expanded a successful pilot program to 15 additional precincts, which deploys Model Domestic Violence Teams to improve investigations and increase arrests. Due to the program's timely success, NYPD is beginning to expand the program by doubling the number of precincts involved.

The remainder of this section will highlight similarly innovative initiatives and program expansions implemented by the Commission and City agencies.

Mayor's Commission to Combat Family Violence

Public Education. Since 1995 the City has created and developed four compelling citywide public education campaigns that reach out to victims and provide the City's central domestic violence hotline number. The most recent campaign emphasizes that domestic violence is a crime with the slogan "Violence is Violence. And Violence is a Crime." and highlights the frequency of domestic violence with the slogan "Every 12 Seconds Another Woman Is Beaten By Her Boyfriend Or Husband." The current campaign which began in June 1999, resulted in a significant increase in calls to the hotline. Due to the City's continuous public education efforts, calls received by the City's dedicated, 24-hour, seven days a week hotline (1-800-621-HOPE) have increased by 84 percent since its inception in 1994. The Hotline Advisory Committee helped improve the efficiency of the hotline's operation to reduce callers' waiting time: in December 1999 the average wait time was just nine seconds.

Teen Relationship Abuse Campaign. In 1997 the Commission partnered with public and private organizations to develop a comprehensive public education campaign to stop teen relationship abuse. The Commission continues to increase public awareness and education about this important issue by disseminating information throughout the City, including thousands of brochures to individuals and organizations that work with teenagers. These brochures are available in English, Spanish and Chinese, and will soon be available in additional languages. The Commission also provides updated teen relationship abuse fact sheets and resource directories for teenagers involved in abusive relationships.

The Commission began a citywide teen relationship abuse poster contest for high school students to involve teenagers in the City's efforts to address teen relationship abuse, to increase awareness and education about teen relationship abuse, and to provide services to young people. Announcements of the poster contest, and accompanying literature about teen relationship abuse, were distributed to over 4,000 schools and organizations that work with teenagers.

Calls to the domestic violence hotline from young people have increased over 50 percent since the beginning of the campaign, and now average over 450 calls per month.

NEIGHBORHOOD QUALITY OF LIFE

Adopt-A-School. Building on the success of the teen relationship abuse public education campaign, the City has developed and implemented a school-based relationship abuse program. Adopt-A-School partners community-based domestic violence organizations with public high schools, providing participating schools with full-time teen relationship abuse counselors who oversee the program's five main goals of prevention, intervention, professional development, community education and parent education. This comprehensive program's aim is to promote healthy relationships, intervene in the cycle of teen intimate partner violence, and prevent destructive patterns of relationship abuse from extending into adult relationships.

Three community-based domestic violence providers began providing comprehensive services to students at five Bronx high schools in Fall 1999. The Human Resources Administration (HRA) is developing a reporting system to capture relevant program statistics and will evaluate the program by the end of June 2000. Initial data collected by the five schools indicate that over 1,500 students have already attended a five-session curriculum on teen relationship abuse.

Substance Abuse. Currently operating in nine substance abuse treatment sites throughout the City, the Substance Abuse pilot program integrates substance abuse treatment with domestic violence services. Since traditional treatment models of individuals suffering from both addiction and domestic violence may ineffectively treat the substance abuse and can often place victims at further risk of violence, this pilot program enhances existing substance abuse treatment programs with domestic violence screening, assessment, counseling and treatment. Fordham University's Graduate School of Social Science is currently evaluating the pilot program.

Domestic Violence Awareness Month. In October 1999, City agencies participated in Domestic Violence Awareness Month, addressing domestic violence and its impact on the workplace. All City employees received a letter from the Mayor regarding domestic violence. In addition, a domestic violence awareness message was imprinted on all city paycheck stubs during the first pay period in October 1999, and a domestic violence awareness month newsletter and e-mail script were distributed to all City agencies for dissemination to their employees. City agencies also conducted food and clothing drives to benefit domestic violence shelters.

Art Program. In July 1999 the Commission introduced a pilot art program in two domestic violence shelters for the children of shelter residents. Designed to address the needs of children who witness domestic violence, the program provided the children in domestic violence shelters with a non-verbal method to express and address their experiences. The program used various forms of art expression, such as drawing, painting and working with clay, to enable children to express their fear, anger and confusion in a tangible form. The art program included services for mothers and their children.

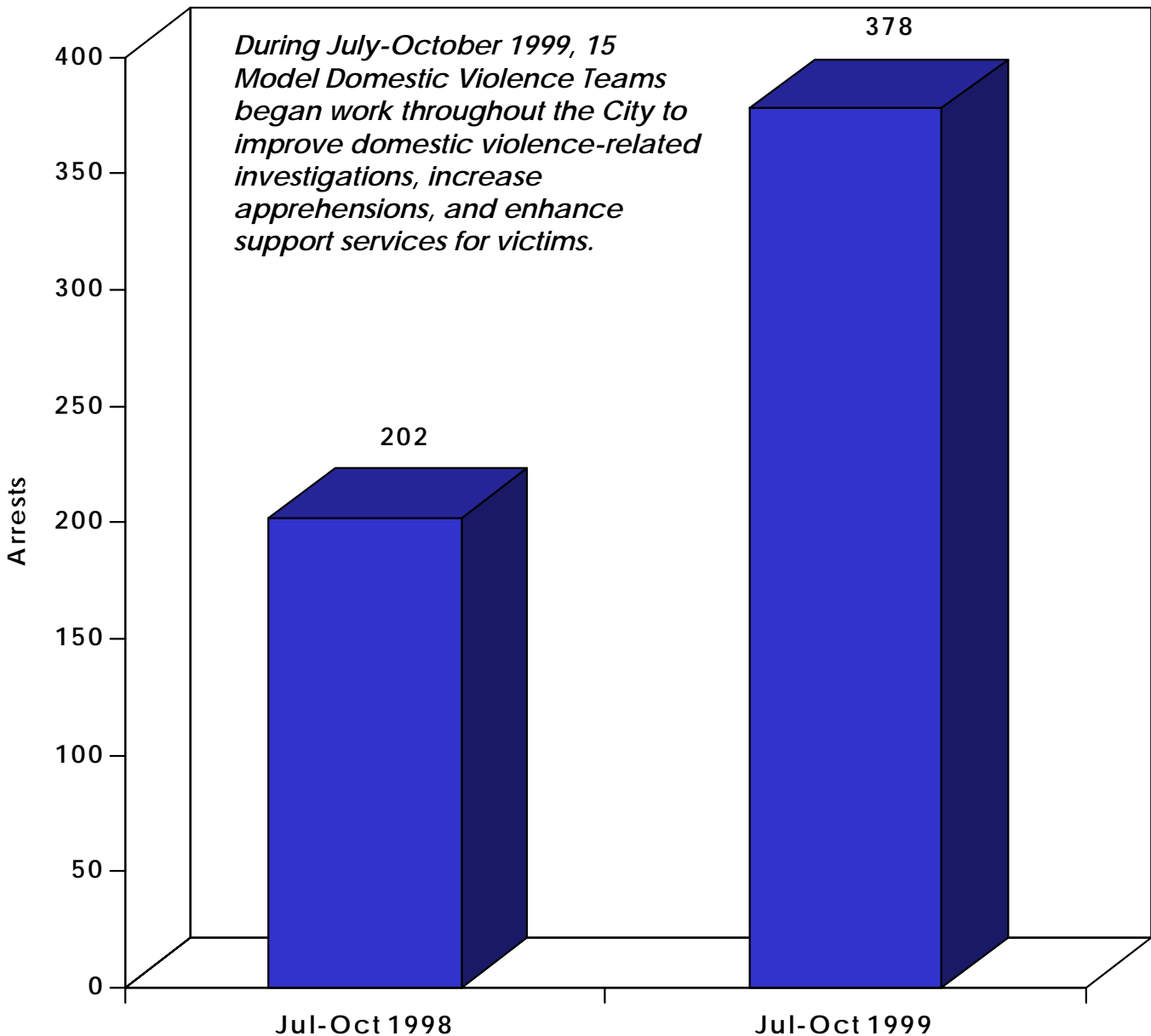
Family Literacy Program. Through a private/public partnership with a not-for-profit foundation and a private firm, the City is beginning a family literacy pilot program in both domestic violence and homeless shelters to improve the literacy skills of both parents and children and to engage them in a positive education experience. The Human Resources Administration and the Department of Homeless Services are administering this pilot program.

Police Department

In 1994 the NYPD began its zero-tolerance domestic violence strategy and each year has expanded its successful efforts. The NYPD's most recent effort is the establishment of Model Domestic Violence Teams in additional precincts that are experiencing the highest reports of domestic violence. The Teams were designed to improve domestic violence-related investigations, increase apprehensions and enhance support services for victims. In the first four months of Fiscal 2000 the teams made 378 domestic violence arrests, up 87 percent from the 202 arrests made before the teams were established in the first four months of Fiscal 1999. Based on this success, NYPD plans to double the number of precincts in which the enhanced program operates by the end of Fiscal 2000.

New York City Police Department

Domestic Violence Strategy Model Domestic Violence Teams Arrests July - October 1998 - 1999



NEIGHBORHOOD QUALITY OF LIFE

In the first four months of Fiscal 2000 Housing Bureau Community Police Officers visited 2,568 residences from which reports of domestic violence had been received, compared to 1,831 residences visited during the same period in Fiscal 1999. Family members were interviewed during 1,530 contacts, and calling cards and informative literature were distributed at 1,038 additional locations.

During the first four months of Fiscal 2000, 115 domestic violence cases were handled by ACS' and NYPD's Domestic Violence Coordinated Response Pilot that began in July 1999. This program facilitates joint investigations with NYPD as part of the Instant Response Team (IRT). IRTs help coordinate the efforts of NYPD, all District Attorneys' Offices and ACS, which results in increased protection for, and minimal trauma to, children during the investigation process.

Alternative to Shelter Program

Alternative to Shelter Program. In response to the needs of domestic violence victims for alternatives that can increase their safety while encouraging them not to leave their homes and communities, the City launched the Alternative to Shelter (ATS) program. This program furnishes participants with state-of-the-art electronic security devices for their homes, a pre-programmed cellular telephone for quick access to 911 when outside of their homes and domestic violence counseling. NYPD has established special protocols for high-priority response to ATS alarms. These measures offer protection and ensure a rapid law enforcement response should abusers attempt to violate the orders of protection against them.

In June 1999 the NYPD implemented the first phase of the expanded Mayor's Alternative to Shelter program in the 105th Precinct in Queens. During Fiscal 2000 NYPD plans to expand the program to nine additional precincts throughout the City. The Human Resources Administration acts as the lead agency for the program, providing full-time case management for program participants, while NYPD provides special training to officers in program precincts.

Department of Probation

The Department of Probation (DOP) participates in the City's family violence initiative through a variety of programs, including the Juris Monitor program. In July 1999 Mayor Giuliani announced this technology-based early warning system to protect domestic violence victims in their homes as part of the City's monitoring of probationers. The system automatically documents the offender's violation of the order of protection and conditions of probation, resulting in arrest, prosecution and incarceration. New York is the first large city to use this technology. During the period July-October 1999 14 individuals were sentenced to take part in the program. Five of those individuals have violated conditions and been remanded to custody with no confrontations between the participating offenders and victims occurring.

The Department's Stop the Violence Against Women project, which provides domestic violence victims in the Bronx with emergency assistance, served 120 individuals during the reporting period. The program is funded by a grant from the State Division of Criminal Justice Services.

In March 1999 DOP began a pilot program in Queens offering short-term specialized counseling to domestic violence offenders during the period before they are placed in a treatment program. The program also prepares victim impact statements for pre-sentence investigations for cases identified as domestic violence felonies. Since its inception the program has prepared victim impact statements for 23 pre-sentence investigations, as well as for 18 violations of probation that involved domestic violence.

During the first four months of Fiscal 2000 DOP prepared 407 Pre-Sentence Investigation reports for domestic violence offenders. The reports contain recommendations for conditions of probation that address the needs of domestic violence victims, such as requiring the probationer to participate in a Domestic Violence program.

NEIGHBORHOOD QUALITY OF LIFE

Administration for Children's Services

As part of the Administration for Children's Services' (ACS) commitment to the citywide family violence strategy, ACS initiated the Family Violence Prevention Program (FVPP), which provides group interventions to change the behaviors of abusive partners, including teenagers. Participating families are referred from the ACS Division of Child Protection and contracted preventive service programs. Programs are operational in Manhattan, Staten Island and Queens, and will be operating in Brooklyn and the Bronx by the end of Fiscal 2000. Currently there are 50 agencies participating in the FVPP. ACS expects to award a three-year domestic violence services contract by March 2000.

New York City Housing Authority

The New York City Housing Authority (NYCHA) is continuing to assist domestic violence victims with their housing needs. Under its Emergency Transfer Program, NYCHA tenants and family members who are domestic violence victims, intimidated victims or witnesses, or child sex abuse victims can confidentially and quickly relocate to a housing development in another borough to increase their safety. NYCHA works with NYPD, domestic violence shelters, prosecutors, and community-based agencies to help arrange for services and make referrals. NYCHA also conducts a Domestic Violence Aftercare Program that maintains victims' safety while awaiting transfer, and to help the victims and their families make a stable transition to their new location. NYCHA's Domestic Violence Intervention and Education Program (DVIEP) involves the collaboration of NYPD Housing Bureau officers and domestic violence counselors, who offer direct intervention and support services to victims of family violence and their families living in the Authority's housing developments. DVIEP conducts training and education for Housing Bureau police officers and NYCHA's housing management personnel, and has developed evaluation tools to measure the impact of enforcement efforts on patterns of domestic violence within housing developments, officer compliance with procedures, and victim satisfaction with police response.

Human Resources Administration

In January 1999 the Human Resources Administration (HRA) completed a planned 48-bed expansion of its domestic violence shelter capacity, resulting in a new total capacity of 1,298 beds. From Fiscal 1992 to 1999, the City increased its domestic violence bed capacity by 99 percent. HRA will complete 88 units of transitional housing for victims of domestic violence by the end of June 2000. A 53-unit facility became operational in September 1999; a 12-unit facility, as well as the remaining 23 units, will be operational by June 2000.

During the first four months of Fiscal 2000 HRA's 11 contracted non-residential domestic violence programs provided telephone hotlines, counseling, safety planning, information and referrals, advocacy and community education services to 4,401 victims of domestic violence.

Health and Hospitals Corporation

Building upon the success of its comprehensive strategy to address domestic violence in the public health care system – universalizing domestic violence screening in public hospital emergency rooms and placing Domestic Violence Coordinators in each facility – the Health and Hospitals Corporation will implement Central Guidelines on Family Violence by the end of Fiscal 2000. The Guidelines will assist health care professionals responding to cases of child abuse, domestic violence and elder abuse.

City Commission on Human Rights

During Fiscal 2000 the Law Enforcement Bureau of the City Commission on Human Rights is developing new educational brochures on the protection afforded by the Human Rights Law to victims of domestic violence.

NEIGHBORHOOD QUALITY OF LIFE

FIRE DEPARTMENT

In the early months of Fiscal 2000 moderate increases in the average response time to fire and medical emergencies demonstrated that the Fire Department still has room to improve its response time. Nevertheless, increases during the four-month period were counterbalanced by the reductions the Department has achieved over the past several years.

In the first four months of Fiscal 2000 there were 9,008 structural fires in the City, a 3 percent decrease compared to 9,318 structural fires in the first four months of Fiscal 1999. Fire Department average response time to structural fires, expressed in minutes and seconds, was 4:20 during the reporting period, an increase of 4 seconds compared with the first four months of Fiscal 1999.

During the reporting period there were 11,313 non-structural fires, a 5 percent decrease compared to 11,856 non-structural fires in the first four months of Fiscal 1999. Average response time to non-structural fires was 4:57 during the first four months of Fiscal 2000, an increase of 11 seconds compared with the first four months of Fiscal 1999.

During the first four months of Fiscal 2000 there were 131,760 Segments 1-3 life-threatening medical emergencies (such as cardiac arrest and major trauma), 1 percent more than in the first four months of Fiscal 1999. In the first four months of Fiscal 2000 the average EMS response time to Segments 1-3 incidents was 7:58, an increase of 42 seconds compared with the first four months of Fiscal 1999. During the same period the average Certified First Responder-Defibrillation (CFR-D) unit average response time to Segments 1-3 incidents was 4:36, an increase of 7 seconds compared to the first four months of Fiscal 1999. EMS and CFR-D combined average response time to Segments 1-3 incidents was 6:46 in the first four months of Fiscal 2000. This is an increase of 34 seconds compared with the same period of Fiscal 1999, but represents a decrease of 1 minute, 59 seconds compared with the first four months of Fiscal 1996, the year before the merger of EMS and the Department.

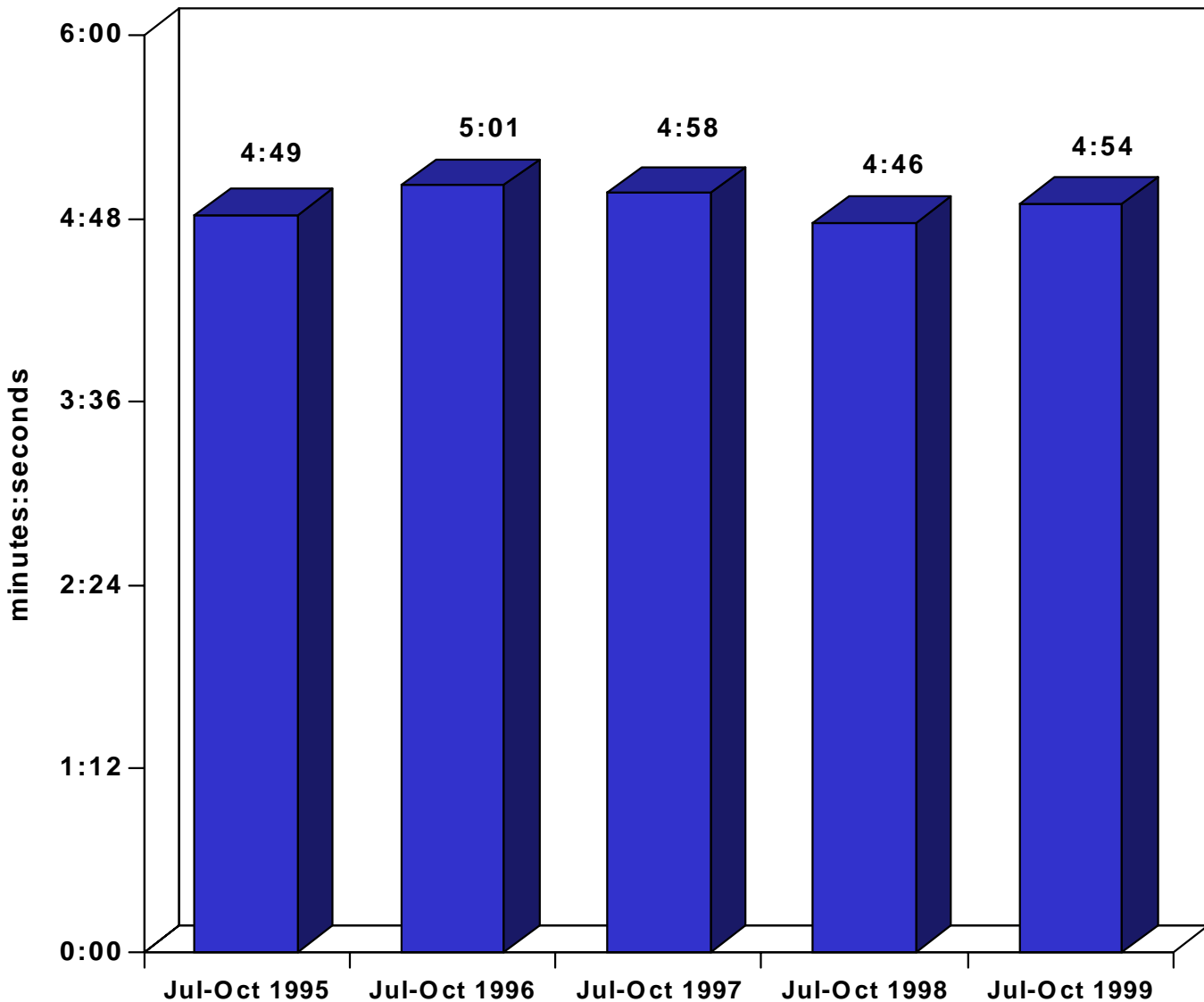
As part of the Mayor's comprehensive asthma initiatives, in Fiscal 1999 the State Department of Health approved the Department's two-year pilot program to train Emergency Medical Technicians (EMTs) to administer a commonly-used asthma medication. Prior to Fiscal 1999 only paramedics were trained to administer medications. Since the project was initiated in December 1998, EMTs have administered the treatment to a total of 3,000 asthma patients citywide. Although the data is preliminary and no conclusions can be drawn from it until the pilot is completed, a preliminary review of the data shows clinical improvement in patients' pulmonary functions without any negative side effects.

During the period from 1990 to 1991, EMS participated in a landmark study to evaluate patient survival rates following out-of-hospital cardiac arrest. In the next calendar year the Fire Department will participate in a comprehensive follow-up research program, the pre-hospital Arrest Survival Evaluation or PHASE II study. This will provide an important opportunity to revisit the issue of pre-hospital cardiac arrest, as well as to critically evaluate the effect of early CPR and defibrillation by Certified First Responders/Defibrillators (CFR-Ds). The study will yield information on the types of medical conditions best served by early CPR, Early CFR-D, and early Advanced Life Support. For example, the Department will analyze trends in respiratory and cardiac arrest rates relative to changes to and improvements in medical response.

The Mayor created the Fire Sprinkler Task Force before signing Local Law 10 of 1999, which requires fire sprinklers and other protection measures in certain residential occupancies. The Task Force is working on legislation to expand the original law and has been researching possible strategies, such as adding fire sprinklers into new construction, retrofitting existing high-rise multiple dwellings, and/or installing public address systems in residential buildings. The task force is expected to present its recommendations in February 2000.

Fire Department

Response Times to All Emergencies July - October 1995 - 1999



NEIGHBORHOOD QUALITY OF LIFE

INFRASTRUCTURE AND COMMUNITY SERVICES

TRANSPORTATION

The Department of Transportation (DOT), in coordination with the Department of City Planning (DCP) and NYPD, completed a six-month test of the reconfiguration of Columbus Circle in midtown Manhattan in January 1999. The intersection where Broadway, Eighth Avenue, Central Park South, and Central Park West converge has been redesigned as a traffic circle that directs motor vehicle traffic in a smoother flow than before. The six-month test was successful and DOT plans to implement permanent changes to the Circle's roadway design. The Department of Design and Construction awarded a contract in January 2000 for the final design of Columbus Circle. In the interim, DOT and the Department of Parks and Recreation developed and installed a temporary landscape in the Circle's interior space.

In June 1999 DOT implemented traffic engineering measures to maximize the vehicular efficiency of the College of Staten Island area in preparation for the Staten Island Yankees opening game. New signal controllers were installed at five intersections; signal timing was modified at over 30 locations to accommodate the additional vehicles; over 30 directional signs were installed on the Staten Island Expressway and local streets; parking restrictions were implemented to facilitate the flow of traffic; and all of the pavement markings around the perimeter of the College were refurbished. During July and August 1999 DOT assessed conditions before and after the games and determined that the measures were successful.

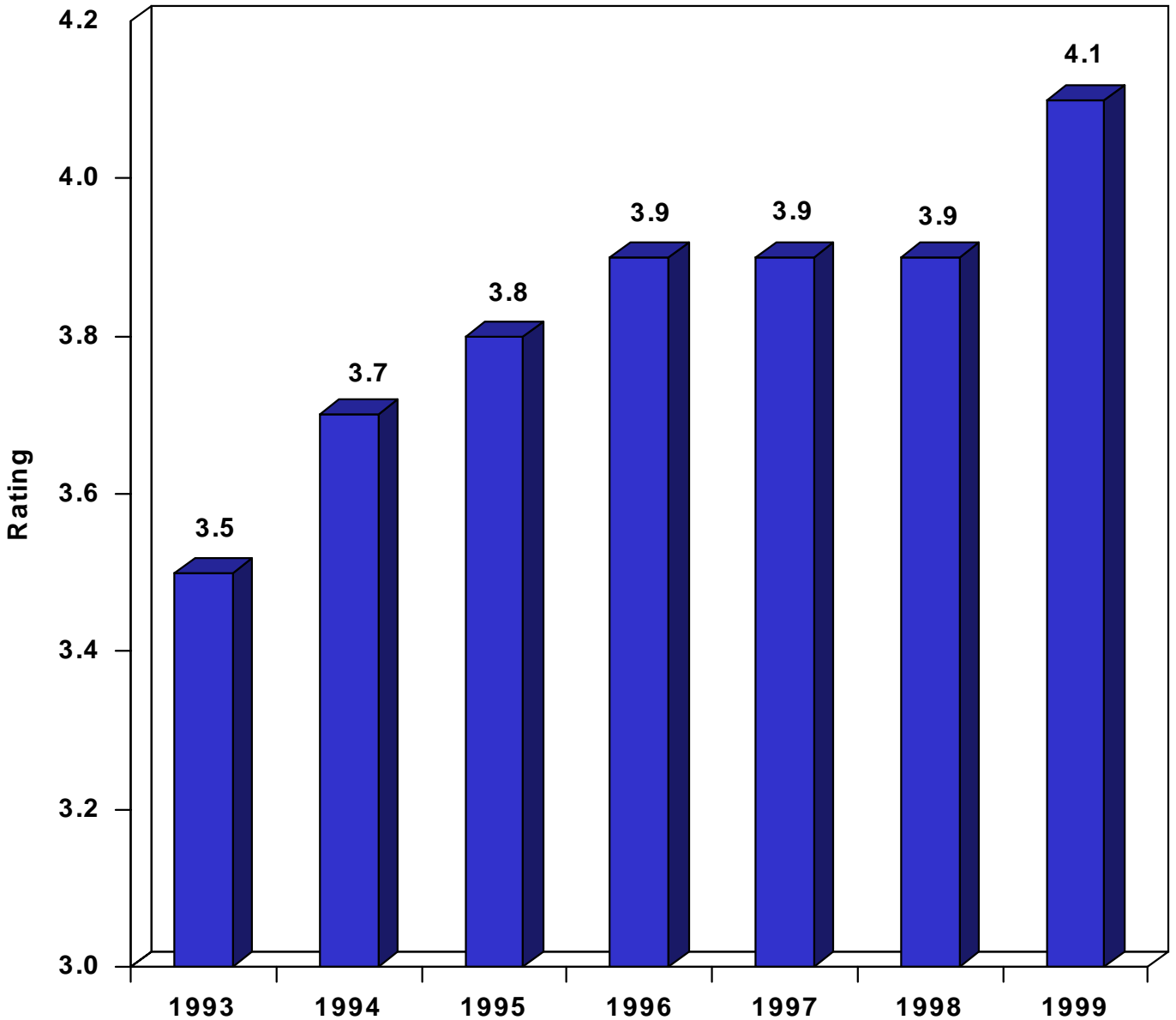
The Department's improvement plan for Herald Square, the area surrounding the intersection of 34th Street, Avenue of the Americas, and Broadway in midtown Manhattan, will begin for a one-year trial period in Spring 2000. The plan widens mid-avenue triangles to serve as pedestrian islands, extends corners, and widens sidewalks to shorten pedestrian crossing distances. The intended result, to increase pedestrian safety and manage busy traffic, will be assessed during the trial period.

During Fall 1999 DOT was a member of the Mayor's Traffic Mitigation Task Force, along with the other major participants, NYPD and DCP. The Department helped NYPD implement the Mayor's holiday traffic control plan, which emphasized zero-tolerance enforcement for double parking, blocking the flow of traffic and obstructing bus movement. As part of this plan, the Department has increased the use of the Traffic Management Center, expanded the use of variable message signs, installed additional pedestrian separators at four Manhattan locations, made permanent traffic signal changes to facilitate vehicle and pedestrian traffic flow, and expanded its public information and outreach programs.

Implementation of the federally-funded East River bridges preventive maintenance program continues during Fiscal 2000. A stand-alone three-year preventive maintenance contract for the Queensboro and Brooklyn bridges was awarded in July and registered in November 1999 for \$8.4 million. In-house staff will also perform specialized maintenance. As part of the City's capital program, East River bridge projects during Fiscal 2000 include continuing construction on the south outer roadway of the Queensboro Bridge, with completion scheduled for August 2000; designation of the north outer roadway of the Queensboro Bridge as a pedestrian and bicycle path, which will be open to pedestrians and bicyclists at all times beginning Summer 2000; replacement of the deck of the Brooklyn Bridge, with road paving scheduled to conclude in Spring 2000; rehabilitation of the north roadways of the Williamsburg Bridge, with completion scheduled for December 2002; and reconstruction of the Williamsburg Bridge's subway structure, to be completed in February 2000. As part of this project, subway service over the Williamsburg Bridge was restored at the start of September 1999, more than a month ahead of schedule. The Department has made increasing use of Design/Build contracts to streamline the procurement and planning phases of major construction projects, as well as contract incentive/disincentive clauses to ensure speedy completion of bridge rehabilitation work.

Department of Transportation

Average Condition Ratings 14 Highly Travelled Bridges Calendar 1993-1999



Note: New York State rates the condition of the City's bridges on a scale from 1 to 7 with 7 signifying very good condition. Chart includes ratings of: four East River bridges, Macombs Dam, Washington, Willis Avenue, Third Avenue, Madison Avenue, Greenpoint Avenue, Crossbay Boulevard, Miller Highway, Pulaski and Broadway bridges.

NEIGHBORHOOD QUALITY OF LIFE

In order to improve both efficiency and traffic management in metered areas, in Fall 1998 the Department introduced a Manhattan parking meter rate simplification program that will reduce the rate structure from six to three basic rates and the time durations from nine to four periods. As part of this initiative, 8,792 of the existing 17,068 meters are being retimed over a two-year period. As of the end of October 1999, 6,900 of the 8,792 meters were retimed. This program has already improved meter maintenance, increased parking turnover and eased traffic congestion in the areas where meters were retimed. The program will continue with the delivery of new electronic meters, which is expected in Fiscal 2001.

During the first four months of Fiscal 2000 the City continued a quality-of-life initiative to remove 2,100 high-pressure water hydrants and valves in Manhattan. The removal may either create new parking spaces, or may be followed by the installation of a low-pressure hydrant. DOT is currently surveying 2,100 locations where hydrants are being removed. Removal of the hydrants began in February 1999, with completion scheduled for Fiscal 2000. As of the end of October 1999, DDC removed 957 hydrants and DOT identified 174 locations where new metered parking spaces will be created. Removal of the hydrants began in February 1999, and completion is scheduled in Fiscal 2001.

Transit Strike Preparations

In December 1999 the Department of Transportation (DOT) prepared for a possible strike by Metropolitan Transportation Authority transit workers by developing a comprehensive traffic contingency plan for all five boroughs. In conjunction with the Mayor's Office, DOT contracted for additional bus and ferry services to ensure the availability of public transportation in the event of a strike. The contingency plan included proposals for lane and roadway reversals during the morning and evening rush hours, use of additional high-occupancy vehicle lanes, additional street parking facilities for carpooling purposes, prohibition on single-occupant vehicles entering Manhattan below 96th Street, adjustment of computerized traffic signal sequencing to respond to heavy traffic increases and an embargo on all non-emergency construction. The Taxi and Limousine Commission (TLC) supported the City's preparation for a potential strike by devising a plan to help commuters and those traveling to and around the City find transportation alternatives. Among other strategies, the Commission suspended rules restricting the routes of commuter vans and established additional taxicab group ride locations throughout the City for livery pick-up and dispatch.

Mayor Giuliani, assisted by the City's Corporation Counsel, played an important role in averting the transit strike. On December 14, 1999 the City commenced an action in the Kings County Supreme Court to prevent a strike by the Transit Workers Union. The Law Department obtained a temporary restraining order, which prohibited the threatened strike and provided for fines of unprecedented size for both individuals and the union if the order was disobeyed. These actions helped to ensure that there was no strike nor widespread disruptions in transit service.

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

The Mayor's Office for People with Disabilities (MOPD) is responsible for developing City policies concerning people with disabilities, overseeing and assisting City compliance with laws that recognize the rights of people with disabilities, providing information on disability-related matters and housing referrals, and serving as liaison between the City and the disability community. MOPD also advises the Department of Buildings on implementation of Building Code accessibility provisions (Local Law 58). The Director of MOPD co-chairs the City's Americans with Disabilities Act Task Force. In 1999 the Mayor's Office for People with Disabilities:

- Advocated on behalf of thousands of individuals with disabilities.
- Reestablished Project Open House, a program that removes architectural barriers in the homes of low-income New Yorkers with disabilities.

NEIGHBORHOOD QUALITY OF LIFE

- Offered expertise in disability laws, regulations and building design through its Housing, Information and Education division. Over the past year lectures, seminars, and education presentations were offered to numerous groups including advocates and constituents with disabilities, students, medical professionals, and professionals in the areas of real estate, construction, and architecture.
- Advised hundreds of private and government architects and builders on barrier-free design problems and solutions for specific capital construction projects.
- Worked with the Police Department to initiate a personal safety/crime prevention class offered to the community.
- Designed and implemented MOPD's home page on NYC LINK™, the City's official web site. The MOPD site, providing information and contacts in areas including transportation, housing, and laws and regulations affecting the disabled, received over 4,200 page views during the period September-December 1999, with the number of users increasing rapidly each month since implementation.
- Completed a Community Resource Directory. Like the MOPD web site, the Directory provides information to the disability community about City and other government services, as well as services offered by private organizations.

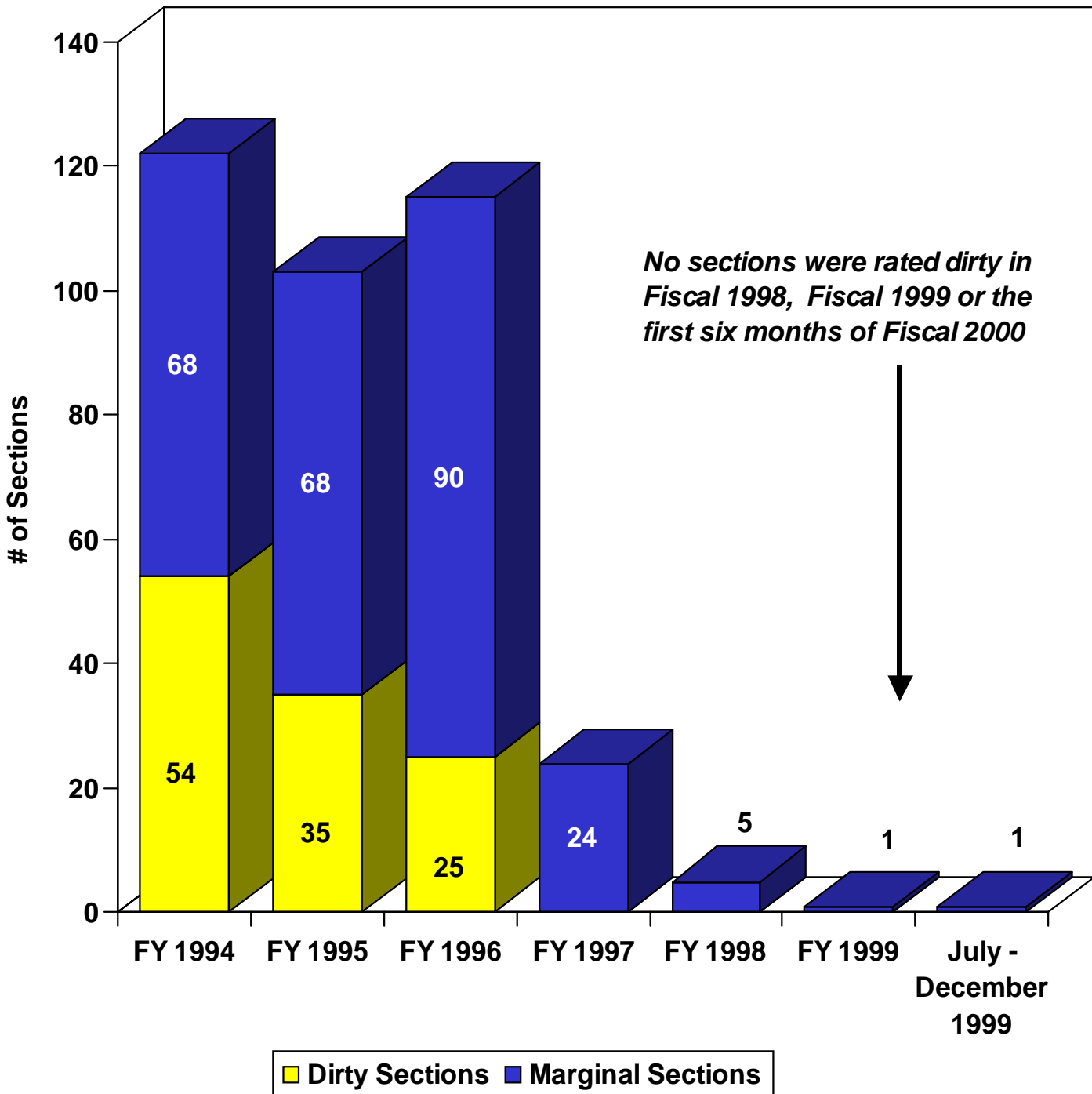
SANITATION

The City's Scorecard rating system – a nationally recognized and emulated model for trained-observer evaluation of the urban environment – confirms that New York's streets are cleaner than at any time since surveys began 25 years ago. During July through December 1999 the City's streets averaged 89.4 percent acceptably clean, compared with 85.9 percent during the same months of 1998. None of the 59 Sanitation Districts were rated marginal (less than 67 percent acceptably clean) for this period, and only one of the 230 Sanitation Sections – a new low – was rated marginal. For this period the spur for this improvement has been the Department of Sanitation's Streets, Lots, Intensive Cleaning and Enforcement (SLICE) program, began in Fiscal 1996. SLICE combines aggressive management of cleaning operations tailored to individual neighborhoods by field supervisors, closer cooperation with City agencies and other government entities, and the participation of Work Experience program (WEP) participants in manual street cleaning.

The full extent of this remarkable improvement can be seen by comparison to July through December 1995, prior to full implementation of SLICE and the expansion of WEP involvement in street cleaning, when the City's streets averaged 73.6 percent acceptably clean. Total resources currently available for street cleaning are in fact significantly less than during the mid-to-late 1980s, while the resulting ratings average approximately 15 percentage points higher – representing roughly 900 miles of local streets that have been moved into the acceptably clean category. Clearly, environmental factors besides the Department's efforts are contributing to the City's cleanup, including both higher expectations on the part of citizens and the benefits of economic recovery. A stronger economy fosters cleaner streets in several ways: a better economic climate makes it easier for businesses to devote resources to cleaning, either privately or through neighborhood improvement organizations, as well as reducing the pressure on marginal businesses to cut costs through illegal dumping; higher property values encourage community residents to maintain cleaner conditions; and in the longer term, a resurgent economy leads to the rebuilding of formerly blighted and abandoned areas, which act as a magnet for accumulated litter.

Department of Sanitation

Sanitation Districts Rated Dirty or Marginal Fiscal 1994 - December 1999



Note: Dirty sections are those rated less than 50 percent acceptably clean, while marginal sections are rated from 50 percent to 66.9 percent acceptably clean. There are 230 Sanitation Sections.

NEIGHBORHOOD QUALITY OF LIFE

The City's challenge, as in other areas of improvement, is to consolidate and extend its gains in street cleanliness without additional resources. Cleanliness targets are vulnerable to fluctuating environmental conditions, especially severe winter weather that can lead to prolonged stoppages of cleaning. Nevertheless, the Department has acknowledged the City's higher expectations by setting more ambitious targets for the coming fiscal year, including increased attention to the lowest-scoring neighborhoods. The new objectives include maintaining a citywide annual average rating of 83 percent acceptably clean or higher, and ensuring that none of the City's 230 Sanitation Sections average less than 67 percent acceptably clean for Fiscal 2001.

Illegal dumping is a major contributor to cleanliness problems in the City's most vulnerable neighborhoods. The Department continues to vigorously enforce illegal dumping laws through its Illegal Dumping Task Force. The Department impounded 270 vehicles under a new law effective January 2000. It allows the City to suspend the driver's license and/or vehicle registration of anyone receiving a notice of violation and either failing to answer the notice or found guilty of illegal dumping by the Environmental Control Board and then failing to pay the fine imposed.

During the first four months of Fiscal 2000 each borough recorded its highest four-month recycling diversion rate since the program began. Citywide, 19.2 percent of the residential and curbside waste and 32.9 percent of the total waste stream was diverted to be recycled. In December 1999 the City achieved the highest ever one-month diversion rate for curbside and containerized recycling by diverting 21.2 percent of the residential and curbside waste stream. The Department also continues its expanded weekly recycling collection program. By the end of October 1999, 49 sanitation districts throughout the City received weekly recycling service. The remaining 10 districts, located in the Bronx, are scheduled to switch over to weekly collection in April 2000.

SOLID WASTE DISPOSAL

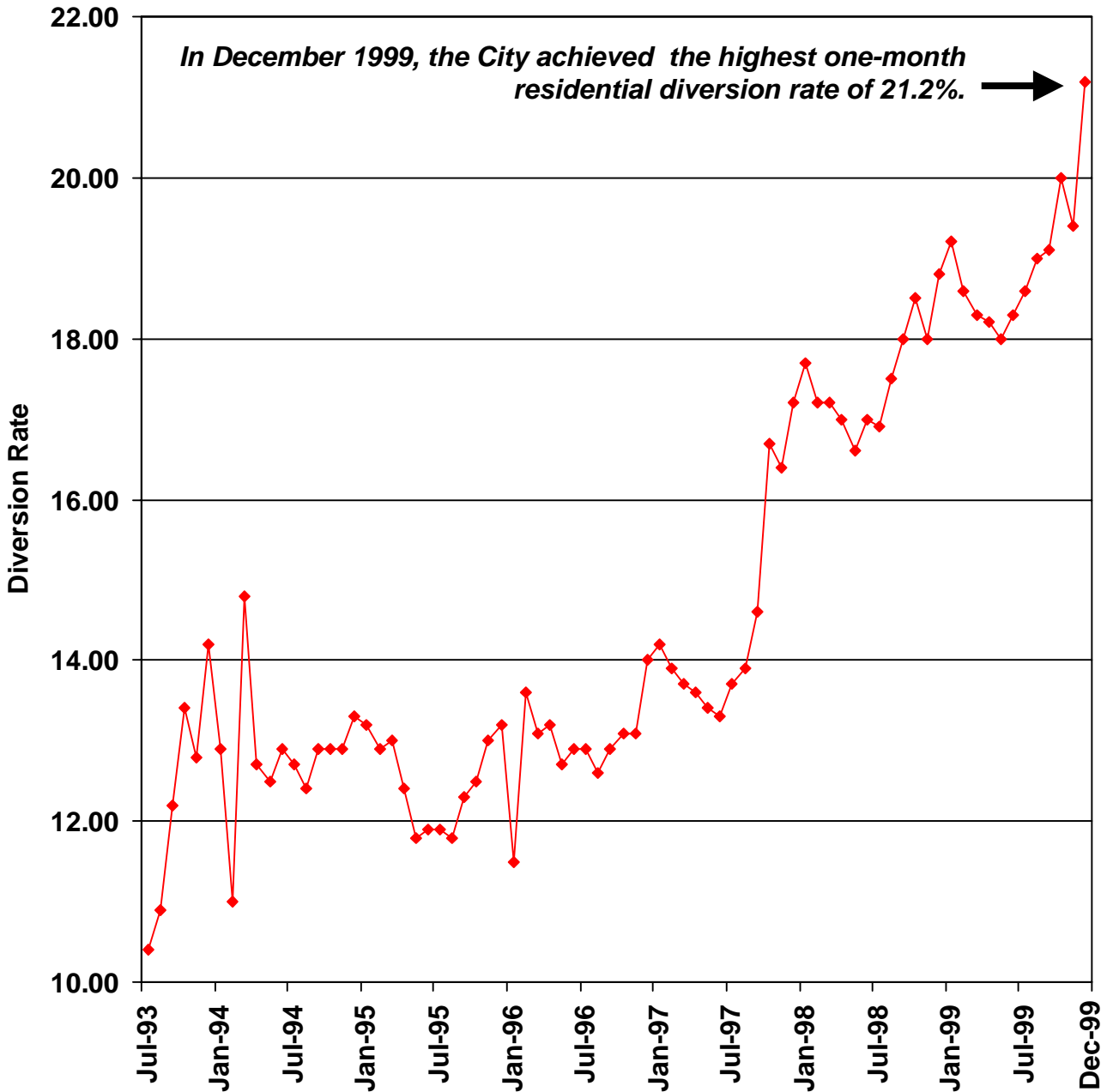
Mayor Giuliani has consistently affirmed the City's commitment to close the Fresh Kills landfill in Staten Island by December 31, 2001. This goal is nearing completion, with three of the landfill's four sections now closed to further refuse. In June 1999 Fresh Kills Section 6/7, near the Staten Island Mall, was closed to landfilling. Landfilling is now limited to the 150-acre Section 1/9, which will remain open until Fresh Kills closes at the end of Calendar 2001.

For the month of June 1999 an average of 4,271 tons per day of Bronx- and Brooklyn-generated refuse was diverted from disposal at the Fresh Kills Landfill through private waste-handling contracts. In March 1999 bids were received for the handling of refuse generated in Manhattan, Queens and Staten Island. These bids made it possible for the Department of Sanitation (DOS) to achieve its year-end goal of reducing the tonnage of refuse disposed of at the Fresh Kills Landfill. By the end of December 1999 DOS completed the implementation of Phase III of the Interim Export Program and was exporting 6,820 tons per day of Bronx-, Brooklyn-, Manhattan- and Staten Island-generated refuse.

On May 10, 1999 DOS issued a Request for Expressions of Interest (RFEI) to solicit ideas on retrofitting or converting any or all of the Department's eight Marine Transfer Stations (MTS). Ten responses were received in July 1999. In November 1999 DOS posted a description and assessment of the responses on NYC LINK™, the City's official web site. Based upon review of the conceptual plans received in response to the MTS/RFEI, the Department concluded that retrofitting or converting the MTS would not yield significant environmental benefits, would leave the City with a significantly less reliable and robust waste transfer infrastructure, and would prolong dependence upon truck-to-truck transfer facilities.

Department of Sanitation

Citywide Total Residential Recycling Rate



NEIGHBORHOOD QUALITY OF LIFE

In October 1998 DOS and a private energy company entered into a 20-year concession agreement for the collection, processing, and sale of Fresh Kills landfill gas. In January 1999 the company assumed complete control of the existing landfill gas collection and flaring system. The concessionaire paid an initial fee of \$875,000 and will pay the City an additional concession fee of approximately \$1 million annually. As part of the agreement, the concessionaire will continue to control, recover and process landfill gas emissions for beneficial reuse, and will eventually expand its facilities to control emissions from all four sections of the landfill. These efforts will help reduce the emission of odors and hazardous gases, as well as ensure compliance with future federal and State clean air standards.

The Department of Sanitation is finalizing the modification to the City's Comprehensive Solid Waste Management Plan and a supporting Draft Environmental Impact Statement (DEIS). The DEIS will provide an evaluation of the potential environmental impact of the Administration's proposed long-term waste export program and feasible long-term export alternatives. Following the release of the DEIS, a public comment period will be established and a public hearing will be held to receive comments on the document. Comments received will be incorporated into the final EIS.

PARKS AND RECREATION

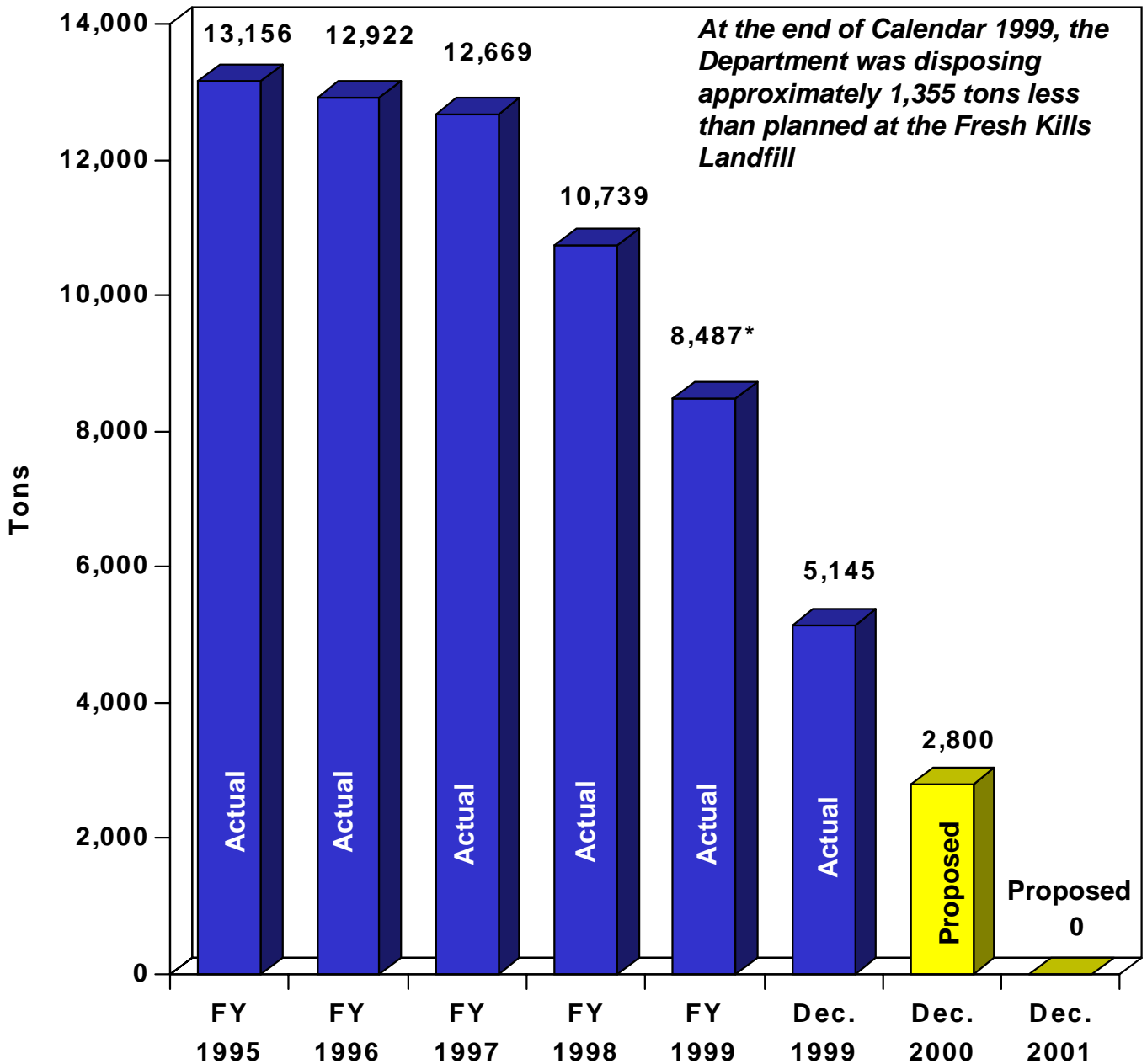
The Department of Parks and Recreation (DPR) Overall Condition rating, covering small parks and playgrounds, is compiled by inspectors who make visits to randomly selected sites and record ratings in 12 areas: litter, broken glass, graffiti, weeds, lawns, sidewalks, paved surfaces, play equipment, safety surfaces, benches, fences and trees. If three or more of the 12 are rated unacceptable based on a set of predetermined criteria, or if one condition is judged a serious safety hazard, the entire site is rated unacceptable. During the first four months of Fiscal 2000, 86 percent of the City's small parks and playgrounds were rated acceptable for overall conditions, and 95 percent were rated acceptable for cleanliness. These ratings were unchanged from the first four months of Fiscal 1999.

In Summer 1999 DPR expanded its pilot inspections of large parks from the 10 flagship parks and parks with administrators to all 150 parks over six acres in size. Paved paths and benches were the most problematic features. Litter was the lowest-rated cleanliness feature. Following the completion of the pilot in August 1999, DPR began developing plans to correct unacceptable conditions through a combination of capital requirements contracts and in-house resources. DPR resumed inspections of large parks in December 1999 and will fully integrate the large park inspections into its regular program during Calendar 2000.

Requirements contracts have allowed DPR to reconstruct park features at a number of sites under a single contract, substantially reducing the turnaround time for improvements. Since Fiscal 1995, when requirements contracts were introduced, DPR has completed 801 site improvements using these contracts, 26 of which were completed during the first four months of Fiscal 2000.

Department of Sanitation

Daily Tonnage Disposed at Fresh Kills



* Average daily disposal tonnage for June Fiscal 1999.

NEIGHBORHOOD QUALITY OF LIFE

During the first four months of Fiscal 2000 the Department acquired 8.3 acres of parkland, including the 1.13-acre Point Yacht Club in the Bronx, the 0.35-acre Goodwin Gardens in Brooklyn, the 0.48-acre Ninth Street Community Garden and Park in Manhattan, the 1.83-acre Vernam Barbadoes Park addition in Queens, and the 0.43-acre Hoe Holzka Community Garden in Staten Island, bringing its total parkland holdings to 28,134.95 acres citywide. Since Fiscal 1994, 1,800.63 acres of the City have been converted into new parkland, an increase of 6 percent; by comparison, only 302 acres were converted to parkland from Fiscal 1989 through 1993.

On September 26, 1999, Mayor Giuliani and Governor Pataki opened the completed first phase of Hudson River Park, a two-block stretch of newly-developed parkland on the Hudson River between West Charles Street and West 11th Street. Surrounded by magnificent views of the Hudson River and the Manhattan skyline, Phase One is the first section of what will soon become a 550-acre, five-mile park. Hudson River Park is a joint project of New York State and New York City to create a world-class park along five miles of Manhattan's shoreline, from Battery Park to 59th Street. Phase One, a two-block stretch built at a cost of \$1.6 million, will eventually become part of a five-mile continuous esplanade. The park will include 13 piers dedicated to public recreation; play and sports areas for adults and children; and beaches, balconies and other places that provide access to the water for swimming and fishing. Including the river area between the piers, Hudson River Park will add over 550 acres of open space to the City. Established by State legislation, the \$330 million park will be the newest and most significant public space to be created since Central Park. The Park is being planned and built by the Hudson River Park Trust, a unique State-City partnership whose sole mission is to design, build and operate the park. Construction began in 1998 and is scheduled to be completed in 2003.

MAYOR'S ANTI-GRAFFITI TASK FORCE

On July 11, 1995 Mayor Giuliani signed Executive Order No. 24, formally establishing the Mayor's Anti-Graffiti Task Force as a vital part of the Administration's effort to improve the quality of life for all New Yorkers. The objectives of the Task Force are to bring together City resources to mount a concerted and coordinated effort for the purposes of enforcing existing local laws; developing new legislative initiatives; initiating mechanisms to encourage and aid in the clean-up of graffiti; and informing the public about the negative impact of graffiti, such as the millions of dollars spent yearly on clean-up costs.

The Task Force includes representatives of the Mayor's Office, including the Office of Operations and the Community Assistance Unit (CAU); the departments of Consumer Affairs, Business Services, Cultural Affairs, the Economic Development Corporation, Environmental Protection, Parks and Recreation, Youth and Community Development, Housing Preservation and Development, Buildings, Probation, Sanitation, Transportation, and Citywide Administrative Services; the Police Department and Fire Department; the New York City Housing Authority; the Human Resources Administration; the Landmarks Preservation Commission; and the New York City Transit Authority. The City's coordinated anti-graffiti program combines prevention and education, enforcement, removal, surveying, technical solutions, and community outreach.

In August 1999 the Mayor's Anti-Graffiti Task Force homepage (www.ci.nyc.ny.us/html/nograffiti) was introduced on NYC LINK™, the City's official web site. The anti-graffiti homepage describes the activities and recent accomplishments of the Task Force, including the activities of NYPD units assigned to fight graffiti and vandalism; reproduces relevant City and State anti-graffiti legislation; lists City agency telephone numbers to report graffiti and to become involved in cleanup efforts, including the NYPD Graffiti Hotline (212-374-5914); and furnishes an on-line application form for the Mayor's Paint Program, which provides free paint and supplies to community members seeking to remove graffiti from their neighborhoods.

NEIGHBORHOOD QUALITY OF LIFE

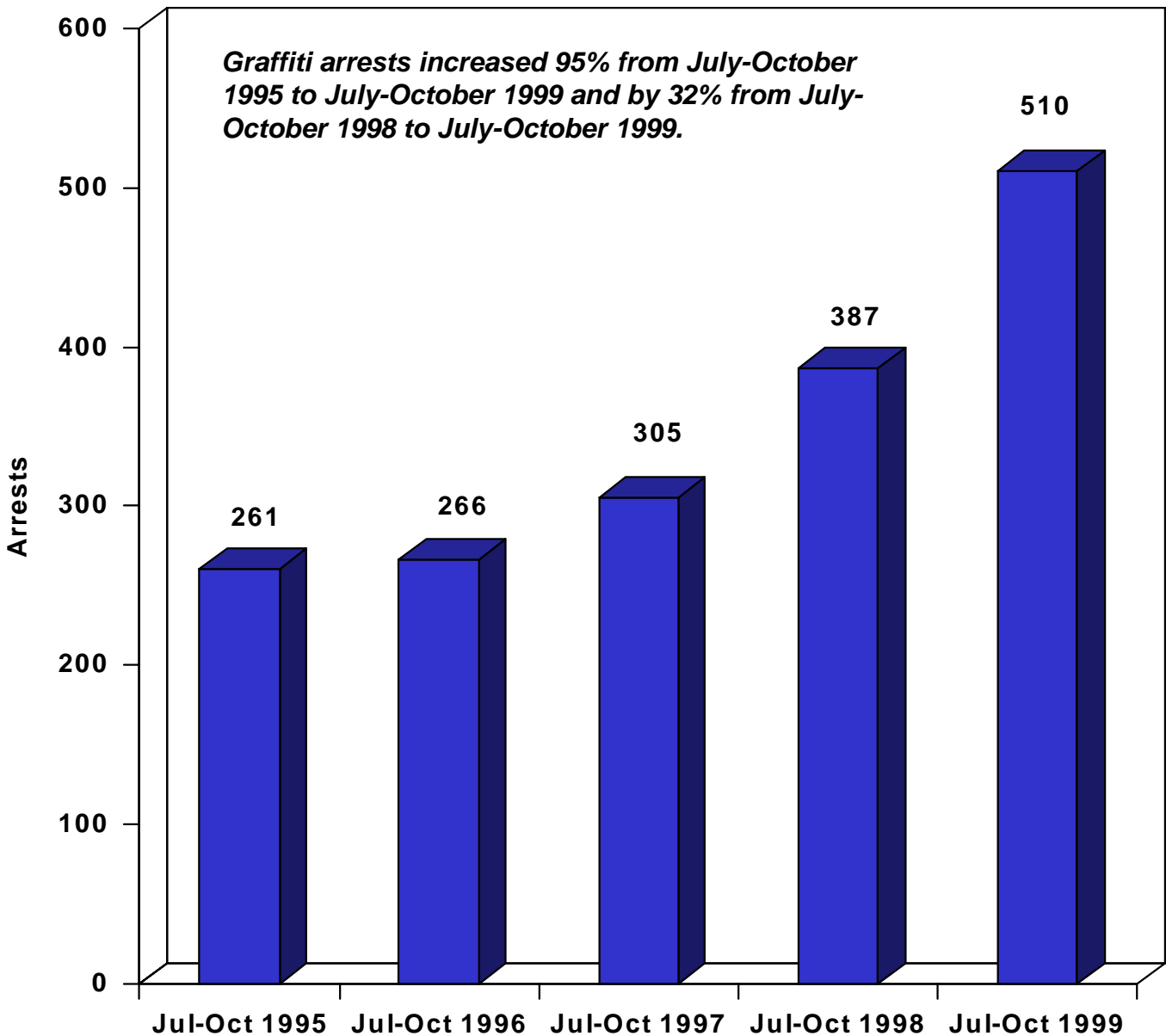
From September 1998 to the present, the Task Force has coordinated a series of neighborhood cleanup initiatives involving City agencies and community volunteers in an intensive effort to eradicate graffiti and organize prevention efforts in selected areas. Cleanup campaigns to date have included the Elmhurst and Bayside areas and the Long Island Expressway corridor in Queens; Central Harlem, Lenox Hill, Hell Gate, Morningside, Chinatown, Soho, and the Lower East Side in Manhattan; the Bushwick, Borough Park, Bay Ridge, and Sunset Park sections of Brooklyn; the Soundview and Hunts Point sections of the Bronx; and the North Shore area of Staten Island. Prior to each campaign, the Community Assistance Unit coordinates the collection of waivers from area merchants and residents who agree to have their properties cleaned. Volunteer cleanup efforts are assisted by agencies including the Departments of Transportation, Environmental Protection, Housing Preservation and Development, Parks and Recreation, and Probation (through the activities of its community service workers), as well as the Police Department, the Fire Department, and the New York City Housing Authority. The Department of Sanitation is a major participant in each cleanup initiative, making its special cleaning equipment available on an as-needed basis for power-washing and painting selected properties. The Human Resources Administration, through the efforts of Work Experience Program (WEP) participants, conducts separate cleanup campaigns which are coordinated with Task Force cleanups in several areas.

Some recent anti-graffiti activities on the part of City agencies are outlined below:

- In the first four months of Fiscal 2000 the Police Department made 510 graffiti arrests, a 32 percent increase from 387 arrests during the same period of Fiscal 1999. During this period the Department's Anti-Graffiti/Vandalism Unit (AGVU) made 28 percent of the Department's 510 graffiti arrests, or 144 arrests. AGVU collects graffiti-related intelligence, including information on citywide graffiti arrest statistics, graffiti vandals and their identifying symbols, court dispositions and active bench warrants. It also provides assistance and information to other City agencies.
- The Department of Probation coordinates and conducts supervised work crews throughout the City, consisting of probationers who perform community service tasks as a condition of probation. In the first four months of Fiscal 2000 graffiti was removed from 2,144 sites; over 120,000 square feet of roll-down gates, walls, mail boxes and hydrants were cleaned. As part of neighborhood cleanup initiatives mounted by the Task Force during Calendar 1999, community service work crews were assigned to extensive mailbox graffiti removal projects in Hell Gate, Lenox Hill, Morningside, and Central Harlem in Manhattan; Hunts Point in the Bronx; and Sunset Park and Borough Park in Brooklyn.
- During the first four months of Fiscal 2000 the Department of Transportation (DOT) removed 2.85 million square feet of graffiti from bridges and arterial highways, compared with 2.37 million square feet during the same period in Fiscal 1999. DOT also removed stickers from 5,429 signs and poles. In addition, DOT participated in Task Force cleanup efforts in several communities including the Lower East Side and Harlem in Manhattan, the Long Island Expressway Corridor in Queens, the North Shore of Staten Island, and McKinley Park in Brooklyn. The work is performed by Community Service workers and Work Experience Program (WEP) participants.
- During Fiscal 2000 the Department of Environmental Protection has removed nearly 3,100 square feet of graffiti from its facilities around the City.
- The Department of Housing Preservation and Development (HPD) continues its efforts to remove graffiti on City-owned buildings by power-washing or painting over graffiti on buildings with painted exteriors. During the first four months of Fiscal 2000, two buildings received power-washing treatments and 22 buildings were treated using the paint-over method. Since the program's inception, 95 buildings have received power-washing treatments; another 274 buildings have been treated using the traditional paint-over method. As part of the second stage of this initiative, HPD began to use both private contractors and Supported Work Group providers to expand power-washing services citywide.

New York City Police Department

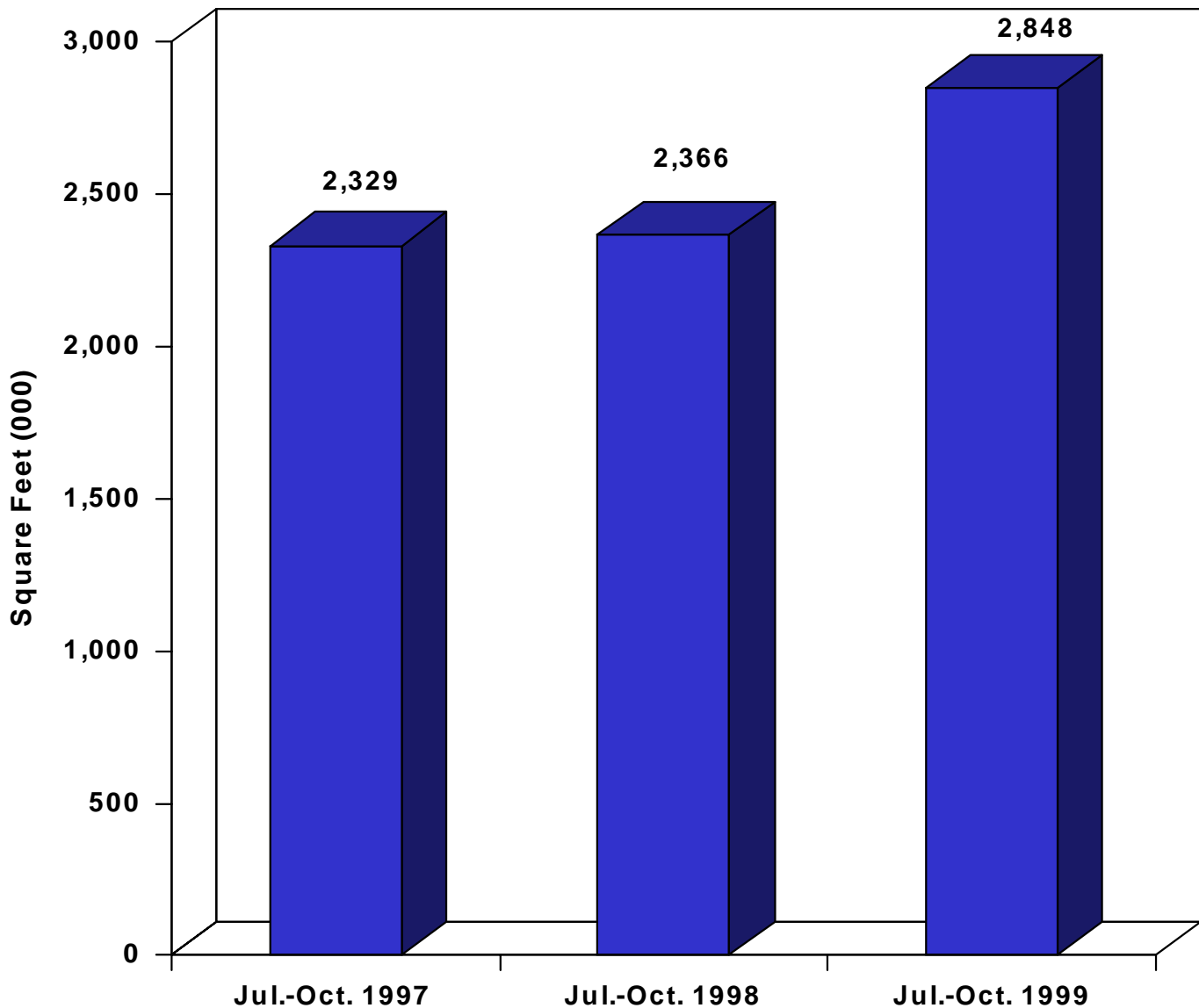
Graffiti Arrests July - October 1995 - 1999



Figures are based on preliminary data

Department of Transportation

Graffiti Removal from Bridges and Arterial Highways July - October 1997 - 1999



NEIGHBORHOOD QUALITY OF LIFE

- As of January 2000, 61 public housing developments and 184 buildings participated in the New York City Housing Authority's (NYCHA) citywide anti-graffiti program. The program expanded to four additional developments and 12 additional buildings since the start of Fiscal 2000. Community service sentencees are assigned by the District Attorneys' offices to the Authority's Anti-Graffiti Unit to help NYCHA staff remove graffiti from buildings. During the period July through December 1999, 814 community service workers completed their sentences while working with NYCHA's Anti-Graffiti Unit. The police component of the program includes 16 officers and four sergeants of the NYPD Housing Bureau, who patrol the developments and investigate graffiti and vandalism crimes. From July to December 1999, officers within the NYCHA anti-graffiti program made 75 arrests for graffiti (including one felony arrest) and 256 arrests for other offenses, and issued over 1,500 summonses.
- The Department of Sanitation (DOS) continues to play a leading role in the Administration's anti-graffiti efforts. During Calendar 1999 DOS removed 212,968 square feet of graffiti from 359 sites, as part of Task Force cleanup initiatives in 12 neighborhoods around the City. The Department also continues to maintain equipment and facilities that are graffiti-free.
- The Department of Parks and Recreation (DPR) conducts one of the most aggressive anti-graffiti programs of any municipal park system in the nation. Any graffiti discovered by maintenance and operations staff or parks inspectors is reported to Central Communications via a special radio code; members of the public can also report graffiti 24 hours a day, seven days a week using 1-800-201-PARK. All graffiti is catalogued and tracked; managers of the area in question are immediately notified of graffiti in their area. Any graffiti reported before 10 a.m. must be removed before noon on the same day, while graffiti called in after 10 a.m. must be removed before noon of the following day.
- The Department of Cultural Affairs (DCLA) focuses on education and outreach through the arts to help citizens – especially youth – form new attitudes about use of and respect for public spaces. A total of 75 teachers and over 2,500 public school students participated in the 1998-1999 CarCard Program, in which children's drawings are placed on the City's subways and buses. The program is organized annually in conjunction with the Metropolitan Transit Authority's Arts for Transit unit and the United Federation of Teachers' Art Teachers Association. Teacher workshops are held each year to encourage new ways to approach the theme of public spaces and art.
- During Fiscal 1999 the Department of Business Services and other City agencies worked with Business Improvement Districts, such as those at Grand Street and MetroTech in Brooklyn, the Alliance for Downtown New York, the 34th Street Partnership and the Times Square District Management Association in Manhattan to remove graffiti, improve cleanliness, and increase security. In addition, the Department's Business Assistance unit worked with the Mayor's Community Assistance Unit to prepare for Task Force cleanup initiatives, concentrating outreach efforts to business areas affected by graffiti in all five boroughs. Businesses benefiting from graffiti removal were located in areas including Hunts Point in the Bronx, Harlem and Tribeca in Manhattan, New Utrecht and Bushwick in Brooklyn, Fresh Meadows in Queens, and Port Richmond in Staten Island.

NEIGHBORHOOD QUALITY OF LIFE

- Since September 1998 the Human Resources Administration (HRA) has mounted its own Graffiti Removal and Clean Buildings/Clean Streets Program in and near four Business Improvement District areas: Pitkin Avenue and Church Avenue in Brooklyn; Upper Broadway in Manhattan's Washington Heights; and The Hub-Third Avenue in the South Bronx. HRA arranged for a not-for-profit organization to supervise the Work Experience Program (WEP) participants that were assigned to clean all four areas as of December 1998. In April 1999, in conjunction with the Mayor's Anti-Graffiti Task Force's cleanup initiative in the Lower East Side, HRA completed a five-week graffiti removal effort there. By June 1999 HRA's program has expanded to 12 WEP crews operating in eight areas; the additional areas are Tribeca and Chinatown in Manhattan, Bushwick in Brooklyn, and the Woodside/Sunnyside section of Queens. WEP crews have swept and removed debris and scraped stickers from light poles, traffic control boxes and street signs on nearly 260 city blocks, and have painted over graffiti on approximately 340 sites. HRA's concerted effort in Chinatown cleaned graffiti from 100 sites. Since September 1998 approximately 684 WEP participants have worked in HRA's Graffiti Removal Program; by the end of 1999, the not-for-profit organization that supervises WEP crews in the program had placed 47 WEP participants in permanent unsubsidized jobs.
- The Department of Citywide Administrative Services removed 6,252 square feet of graffiti from City buildings and facilities during the first four months of Fiscal 2000. Since the graffiti removal team was created in 1995, over 173,436 square feet of graffiti have been removed from City facilities.

HOUSING

At the end of October 1999 the Department of Buildings (DOB) had assigned 21 inspectors and five support staffers to its Quality of Life Team, which is responsible for inspecting potentially illegal subdivisions of one-, two-, and three-family homes. The Department continues its extensive recruitment efforts to staff the Team with a total of 23 inspectors. Illegal conversions degrade the quality of residential neighborhoods by overtaxing infrastructure and creating uncomfortable and potentially unsafe living conditions for residents.

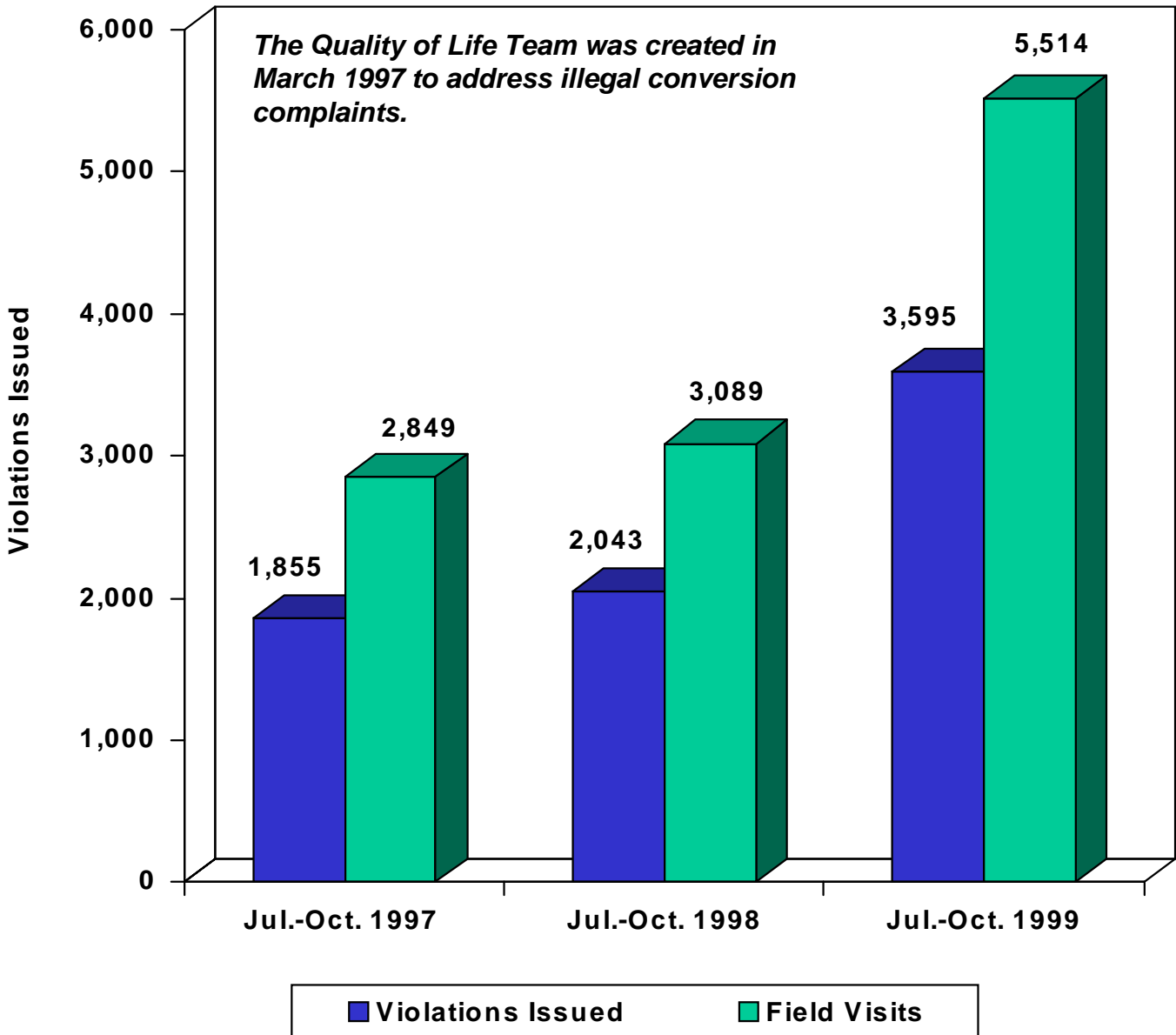
During the first four months of Fiscal 2000 the Department received 3,923 illegal conversion complaints, compared to 3,146 complaints during the same period of Fiscal 1999. The Quality of Life Team (the Team) made 5,514 field visits and issued 3,595 violations during this period, compared to 3,089 field visits and 2,043 violations during the first four months of Fiscal 1999. As a result of an increase in illegal conversion complaints in Brooklyn, the Department has recently expanded the Team's scope by responding to these types of complaints in that borough, as well as Queens. During the first four months of Fiscal 2000 the Team performed 816 field visits and issued 752 violations in Brooklyn. The Department will broaden the Team's efforts into the Bronx and Staten Island during Fiscal 2000.

In Fiscal 1999 DOB created a Special Enforcement Unit to identify violators warranting special enforcement and devise civil, criminal, administrative and other enforcement strategies tailored to each violator. The unit will also audit the Department's existing enforcement systems; propose legislative, regulatory, and/or organizational reforms; and participate in the development and implementation of those reforms. During the first four months of Fiscal 2000 the special Enforcement Unit referred four nuisance abatement actions to the City's Law Department, issued 33 criminal court summonses, arranged four vacate orders against properties owned by major offenders and referred three cases to the appropriate District Attorneys' offices for investigation/prosecution.

In January 1999 the Department created a new team of four inspectors to perform annual comprehensive construction inspections at all of the City's public school buildings. Between January and July 1999 the team performed the 1,400 necessary inspections. During the reporting period the Department conducted reinspections of all school buildings at which hazardous violations were issued prior to the start of the 1999-2000 school year.

Department of Buildings

Quality of Life Team Field Visits and Illegal Conversion Violations Issued July - October 1997 - 1999



NEIGHBORHOOD QUALITY OF LIFE

In Fiscal 1999 the Department created a unit to audit Local Law 11 reports. Local Law 11 of 1998 requires that all exterior walls, including side and rear walls, of buildings greater than six stories in height be inspected every five years by a licensed architect or engineer, and requires that unsafe conditions be reported to DOB immediately. A registered architect supervises the unit's two construction inspectors and a plan examiner. During the first four months of Fiscal 2000, a total of 267 inspections were conducted, resulting in 45 violations issued.

During the first four months of Fiscal 2000 the Department of Housing Preservation and Development (HPD) continued to expand its new preservation strategy emphasizing intervention as well as abandonment prevention. In this initiative, called Pathways to Responsible Ownership (PRO) Housing, HPD seeks to intervene and work with owners prior to building abandonment. To achieve this, PRO Housing identifies buildings at risk of abandonment and helps owners achieve fiscal and structural soundness for their properties. Owners are provided three paths to help preserve and maintain their properties – education, investment and enforcement. HPD's goal is to provide an array of tools to aid owners working in good faith, and to intervene aggressively where owners remain in non-compliance despite HPD's efforts.

In October 1999 HPD's Neighborhood Entrepreneurs Program (NEP) was selected as a recipient of the 1999 Innovations in American Government Award, sponsored by the Ford Foundation and Harvard University's John F. Kennedy School of Government. NEP, which provides local entrepreneurs the opportunity to renovate, own and manage previously City-owned buildings, was one of 10 finalists selected from 1,600 applicants from around the country. The \$100,000 award will be used to produce and expand the tenant handbook, in addition to increasing outreach efforts to attract more entrepreneurs.

ENVIRONMENTAL PROTECTION

The Department of Environmental Protection (DEP) is continuing its Residential Water Survey program in Fiscal 2000, offering a range of free services that helped customers conserve water in their homes. In the first four months of Fiscal 2000, 3,971 water surveys were completed and 1,450 water-savings kits were distributed. A new contract for the program began in February 2000, and the Department expects to meet its Fiscal 2000 goal of distributing 6,000 kits and 12,000 surveys.

Work on the Brooklyn and Queens portions of City Water Tunnel No. 3 continued during the first four months of Fiscal 2000. All contracted services to be performed on the Brooklyn portion of City Tunnel No. 3 and the excavation of the Queens portion of the tunnel were completed in October 1999. The first contract for the excavation of the tunnel's Manhattan segment, beginning in Central Park and running south along the West Side down to the Brooklyn Bridge area, will commence in Calendar 2001. City Tunnel No. 3 is the largest capital construction project in New York City's history, and will ensure that residents continue to benefit from the highest quality water delivery system.

On January 10, 2000, Mayor Giuliani announced the completion – almost three years ahead of the original schedule – of more than 5.5 miles of a major trunk sewer line designed to alleviate the chronic flooding that has plagued southeast Queens for decades. Work on Phases III and IV of the Springfield Boulevard trunk sewer system project in Southeastern Queens was completed in October 1999, two months ahead of its accelerated completion date. Also in Queens, design has progressed on two projects to install lateral sewers to the north and south of Conduit Avenue, which will connect neighborhoods to the new, substantially expanded stormwater removal system and further relieve flooding conditions in these neighborhoods. Completion of these projects is expected in Summer 2001 and will result in a major quality-of-life improvement for the residents of Southeastern Queens.

NEIGHBORHOOD QUALITY OF LIFE

In Fiscal 2000 DEP is continuing its program to control combined sewer overflows (CSO). In wet weather the City's sewer system receives rainwater drained from streets; rainwater combines with the sanitary drainage from homes and businesses that is carried in the same system of pipes. During heavy rainfalls, part of this combined flow is directed to City treatment plants, and the remainder is discharged into the surrounding waters as overflows. A 28.5 million gallon underground CSO storage tank facility is currently under construction beneath Flushing Meadows-Corona Park in Queens. It will abate combined sewer discharges into Flushing Bay. In Fiscal 2000 DEP will bid a contract to complete tank construction at the CSO facility. In addition, DEP is designing an underground tank that will abate overflows into the Paedergat Basin, a tributary of Jamaica Bay.

The Department officially reactivated the Flushing Tunnel at the Gowanus Canal during Calendar 1999. The tunnel continued to operate, with some interruption for repair, during Fiscal 2000. The tunnel improves water quality by allowing aerated water from the Buttermilk Channel in the East River to be pumped into the head end of the Gowanus Canal, at an average rate of 200 million gallons a day.

WATERSHED PROTECTION

The City is committed to soliciting the purchase of 350,000 acres of watershed land within a 10-year period under the 1997 Memorandum of Agreement (MOA), which established the Land Acquisition Stewardship Program. To date, the Department of Environmental Protection (DEP) has solicited the purchase of more than 145,000 acres. A total of 53,900 acres were solicited in Fiscal 1999. The Department also met its second-year MOA solicitation goal of 51,266 acres. During the first four months of Fiscal 2000 DEP entered into 30 contracts to purchase a total of 2,186 acres of watershed land and the City acquired title to 33 parcels, totaling 1,811 acres of land. The City is committed to spending \$250 million on acquisitions in the Catskill/Delaware watershed and \$10 million in the Croton watershed.

DEP's Bureau of Water Supply, Quality & Protection manages, operates and protects New York City's upstate water supply system to ensure the delivery of a sufficient quantity of high-quality drinking water. In cooperation with local police and sheriff departments, its Watershed Police Bureau is responsible for law enforcement throughout the watershed. To date, DEP has hired and trained 112 new police officers, with a total of 136 planned by the end of Fiscal 2000. The police are organized in four divisions – the Croton, Catskill and Delaware Divisions, plus an Environmental Enforcement Division that carries out criminal investigations of conditions that may be violations of the watershed regulations, as well as State and federal environmental laws. The 24-hour DEP Police number is (914) 245-6694.

PUBLIC HEALTH

In September 1999 the Department of Health (DOH) introduced a new organizational structure that integrates and consolidates essential public health activities. The initiative enhances the Department's ability to respond to new and emerging infectious diseases, increased rates of chronic illnesses and environmental hazards, and improves the Department's ability to establish a public health agenda through community participation and partnerships. The reorganization includes the following:

- A new Division of Health was established, consisting of Disease Intervention Services, Regulatory and Environmental Health Services, and Family and Community Health Services. This improves the coordination of these pre-existing offices as they work on public health initiatives.
- A new Office of Surveillance and Epidemiology was established to coordinate data collection and dissemination and to provide a unified point of service to New York's health care providers and communities.

NEIGHBORHOOD QUALITY OF LIFE

- The Office of Medical and Professional Education and Training was created to consolidate and strengthen professional education and training of health care providers, community-based organizations and Department staff.
- A Planning Council was established within DOH to guide targeted public health initiatives that draw upon the resources of both the Department and involved communities.

The City's health insurance initiatives are summarized later in this Volume. Significant developments in the areas of disease and pest control are described below:

Insect-Borne Disease. In collaboration with several City, State, and federal agencies, during the first four months of Fiscal 2000 the Department responded to the outbreak of West Nile fever virus in the City. Through aerial and ground application of insecticide, the mosquito population was quickly reduced in the span of a few weeks. DOH issued informational brochures in nine different languages targeted to the communities where the outbreak was concentrated; conducted a survey of residents in affected areas to enhance understanding of the virus, the results of which will be available in Fiscal 2000; and established a hotline to provide information and respond to over 140,000 questions from the public questions related to the outbreak.

The Department is developing a comprehensive insect-borne disease surveillance and control plan for the City to begin in Spring 2000. The goal is to prevent and contain diseases caused by mosquitoes and other insects, primarily by detecting the virus before there are human cases so that control efforts can be targeted and limited. The Department's plan includes working closely with hospitals, other diagnostic and treatment centers and laboratories to monitor for cases or suspected cases of mosquito-borne diseases; developing a system of monitoring infection and/or illness in other animals; eliminating potential mosquito-breeding sites and reducing the number of mosquitoes through pesticide application; and educating the public about the risk of vector-borne diseases, methods to avoid mosquito bites and their responsibility in eliminating potential mosquito breeding sites.

In Summer 1999 the Department of Environmental Protection (DEP) participated in combating the outbreak of West Nile fever virus. Wastewater treatment plants were fumigated to kill any mosquito breeding colonies. As a preventive measure, mosquito-eating fish will be stored in certain tanks at treatment plants. Finally, to reduce mosquito infestation, DEP relined sewers in one section of Manhattan to eliminate the potential for any in-sewer breeding and flushed sewers with chlorine to further limit the mosquito population.

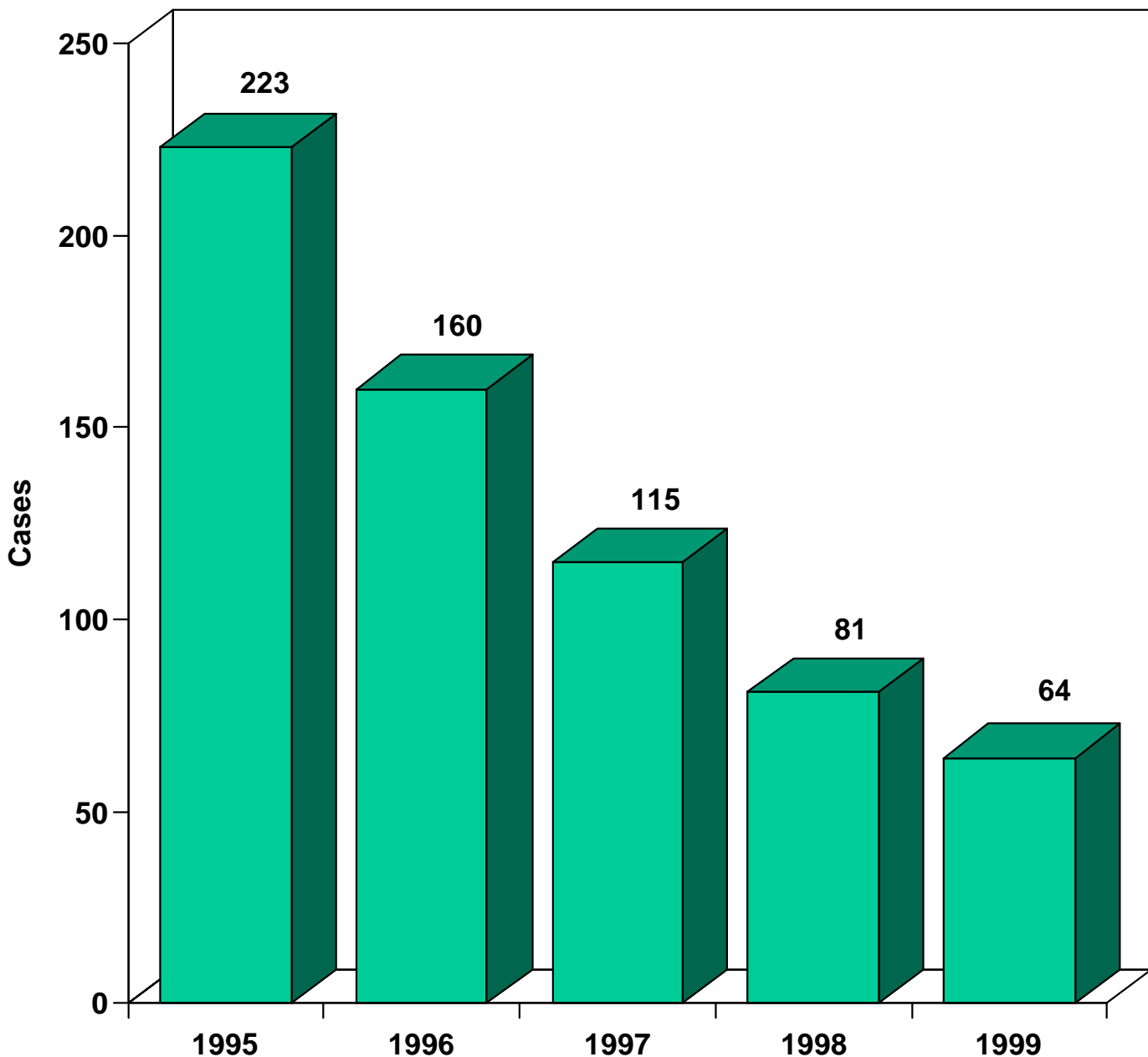
Tuberculosis. In the first four months of Fiscal 2000 the Department recorded 528 new cases of tuberculosis (TB) in New York City, the lowest number recorded in at least 13 years. During this period 64 patients with Multiple Drug Resistant TB (MDRTB) were diagnosed, compared to 81 patients during the same period of Fiscal 1999. The reduction in MDRTB is in part due to the Department's continued use of Directly Observed Therapy (DOT) as part of the City's disease control efforts.

HIV/AIDS. From the beginning of the AIDS epidemic in 1981 through December 1999, 116,254 AIDS cases have been reported to DOH. During Calendar 1999, 5,839 new AIDS cases were reported compared to 7,732 cases during Calendar 1998. Deaths as a result of HIV/AIDS declined from a high of 7,102 deaths in Calendar 1994 to 1,995 deaths in Calendar 1999.

Rodent Control. The Department continued to provide extermination and clean-up of properties from Phase III of the Mayor's Comprehensive Pest Control Initiative, which were completed in October 1999. During the first four months of Fiscal 2000 the Department billed non-compliant property owners for 67,034 hours of clean-up work and 5,375 exterminations, including work generated from both pest control-related complaints and the Comprehensive Pest Control Initiative, compared with 56,394 hours of clean-up work and 5,762 exterminations during the same period last year.

Department of Health

Prevalence of Multiple Drug Resistant (MDR) Tuberculosis Cases (Reported and Confirmed) July-October 1995 - 1999

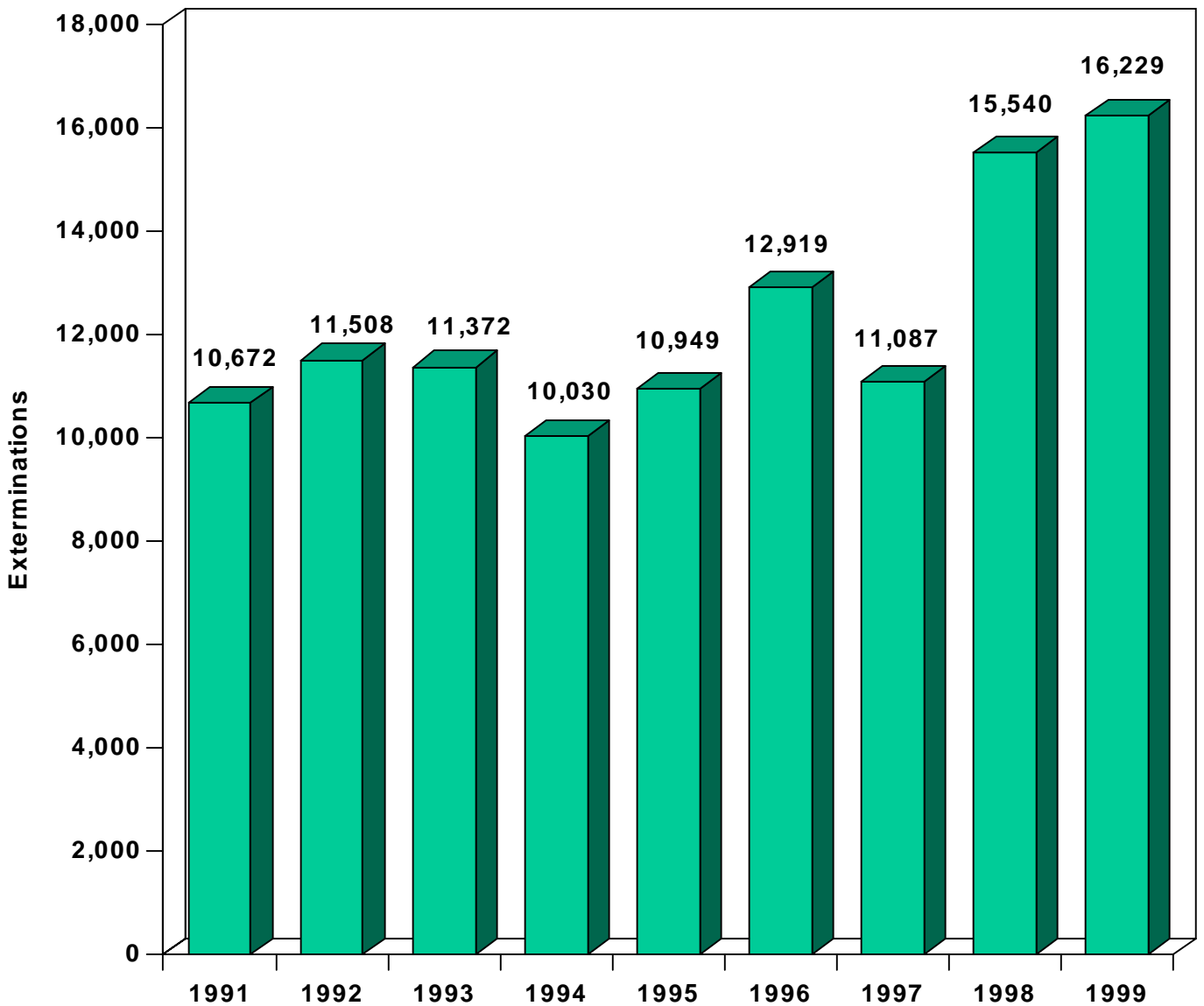


Department of Health

Citywide Pest Control Programs

Exterminations

July-October 1991-1999



NEIGHBORHOOD QUALITY OF LIFE

In October 1999 the Department implemented an Enhanced Pest Control Program, which identifies strategic geographic areas with rodent problems and develops customized plans to address the problem. These areas are identified through complaints from citizens, elected officials or community boards, or identified by the Department itself based on the results of inspections and/or known chronic problem areas. Site-specific plans will be developed and implemented within an appropriate time frame after identification of critical areas.

MANAGING THE WORKFORCE

The City's ability to balance its budget without hampering essential services is based on a strategy for right-sizing the workforce – an approach which targets reductions while avoiding layoffs or other unplanned staff reductions in Mayoral agencies, allows for flexibility in management to maintain crucial operations, and secures the cooperation of labor in enhancing the productivity and effectiveness of services.

In December 1999 Mayor Giuliani successfully negotiated with the principal's union to end principal tenure in the City's public schools. Over the course of the Giuliani Administration, the City has obtained historic agreements with school bus operators and union drivers to reduce costs; negotiated a contract with school custodians linking pay increases to job performance for the first time; and negotiated a five-year labor contract with no increases in the first two years for most civilian employees. During 1999 the Mayor successfully implemented a merit-based system for managerial raises. In releasing the City's January 2000 Financial Plan, Mayor Giuliani announced a citywide labor policy based on a Merit Pay Plan for the municipal workforce, in which employees will receive increases based on merit as measured by performance evaluations. Rather than granting across-the-board increases that encourage mediocre performance, employees will be expected to work more efficiently, generating productivity savings and encouraging innovations in effective service delivery.

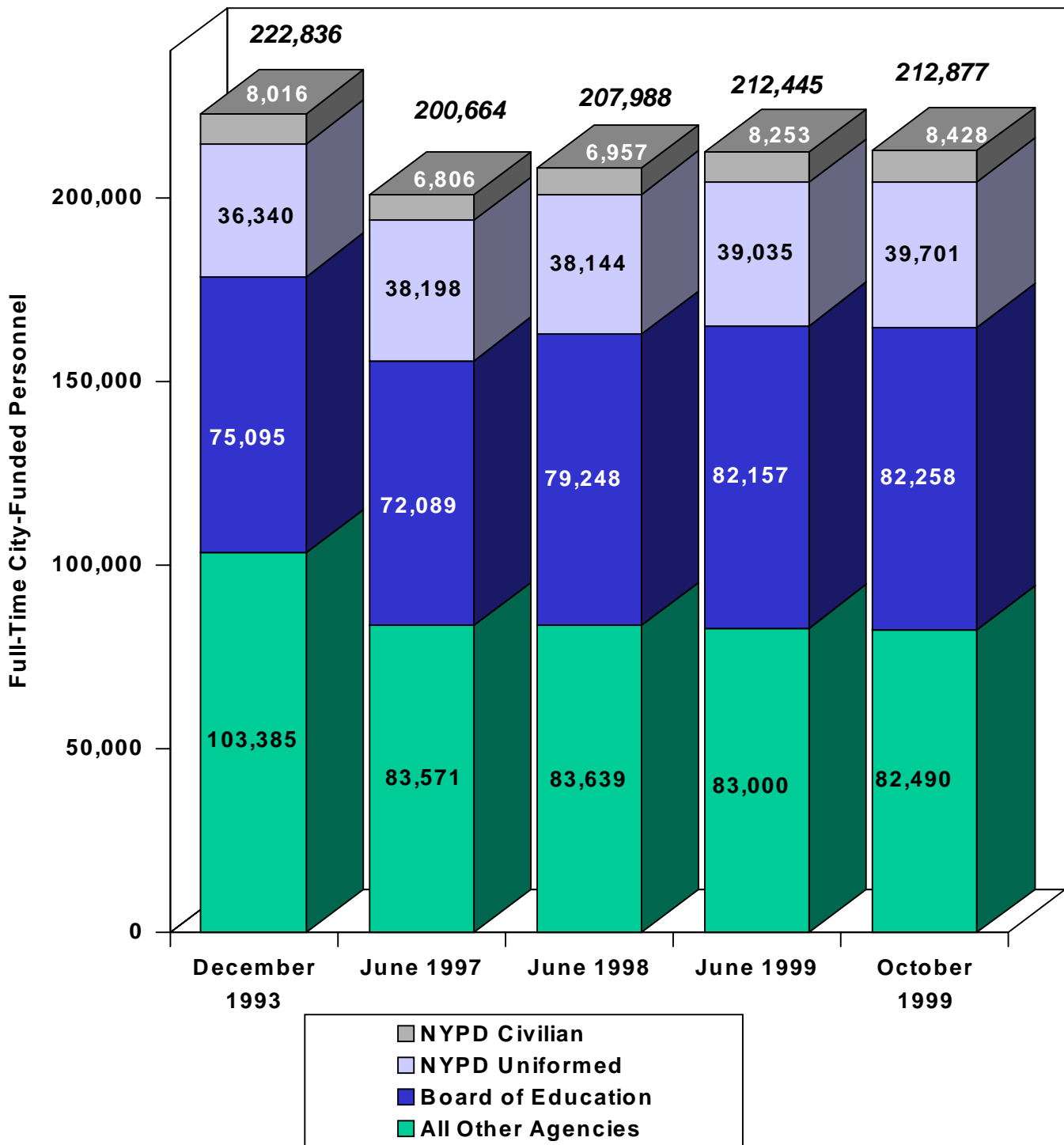
The City has enhanced its ability to effectively manage the workforce through redeployment and early retirement programs, reform of Civil Service titles and administration, and agency restructuring. Agency managers continue to regulate the use of overtime to control costs while securing important service enhancements. In addition, improvements in work environments and safety conditions have helped reduce absence rates and enhance worker morale.

STAFFING

Since the start of the Giuliani Administration, City-funded staffing levels have been significantly reduced, while preserving and augmenting the workforce in critical service areas such as policing and public education. The full-time, City-funded headcount was 212,877 at the end of October 1999, a reduction of over 9,900 or 4.5 percent since the end of Calendar 1993. During this period, the New York City Police Department (NYPD) staffing has increased by 8.5 percent, including nearly 3,400 new police officers; Board of Education staffing has increased by 9.5 percent, including over 7,700 new full-time teachers; and combined staffing within all other agencies has declined. These figures take into account the merger of the Housing and Transit Police forces with the NYPD during Fiscal 1995, the transfer of the Emergency Medical Service from the Health and Hospitals Corporation to the Fire Department, and the reclassification of water and sewer positions.

The individual employees who left City service were virtually all self-selected, as the City relied on attrition and incentive programs to achieve downsizing. The City has taken advantage of several New York State-enacted special early retirement plans, as well as specially designed severance programs or "buy-outs," to encourage employees in selected titles to leave City service. Working cooperatively with the labor unions, the City instituted a redeployment program whereby employees no longer needed in their current position could apply to fill vacancies in other City departments and agencies. The agreement with the labor unions also allowed the City to conduct redeployment where employees would otherwise have been laid off. Redeployment maximized the benefits of the early retirement and severance programs by allowing the City to open them to individuals working in agencies or titles not being eliminated, and avoid laying off skilled people who wished to remain in City service.

City-Funded Headcount through October 1999



MANAGING THE WORKFORCE

PERSONNEL ADMINISTRATION

Classification Reform

New York City uses broadbanning, consolidation and elimination to reclassify personnel titles to enable managers to use them more efficiently. Broadbanning and consolidation of competitive titles provide greater flexibility in assigning employees in the same title to a wider range of duties and positions. Employees may also advance to higher positions within their title without taking additional examinations.

Since 1976, when the City first began broadbanning and consolidating titles, the number of competitive titles has been reduced by more than 600. During the Giuliani Administration alone, the City has eliminated more than 125 competitive titles. The 1995 broadbanning and consolidation of nine competitive clerical, data entry, typing and stenographic titles into four affected more than 11,000 employees in more than 60 city agencies, offices and entities. The merger of the Transit Police and Housing Police into the New York City Police Department resulted in the broadbanning of 12 police titles into four and affected over 25,000 employees. During Fiscal 1999 the Department of Citywide Administrative Services (DCAS) used consolidation, broadbanning and elimination to reduce the number of competitive job titles by 26; among the titles affected were Purchasing Agent, Principal Buyer, Senior Housing Teller, Supervising Housing Teller, Supervising Public Health Nurse, Senior Highway Transportation Specialist, Chief Dietician and various Transit Authority Maintainer's Helper titles. The Department expects to eliminate an additional 10 competitive job titles through consolidation, elimination and broadbanning by the end of Fiscal 2000. In October 1999 the Division of Citywide Personnel Services (DCPS) received approval to consolidate the titles of Battalion Chief and Deputy Chief at the Fire Department, as well as the Park Supervisor and Principal Park Supervisor titles at the Department of Parks and Recreation.

City Employee Health Benefits

In April 1999 Mayor Giuliani announced an agreement with the Municipal Labor Committee to improve the health benefits of City employees and retirees, at no additional cost to the City or to beneficiaries. The Municipal Labor Committee, through its representatives on the Labor Management Health Insurance Policy Committee, is responsible for negotiating health insurance benefits with the City of New York on behalf of City employees. Additional benefits to be provided to current City employees and under 65 non-Medicare retirees in the GHI-CBP/Blue Cross plan are:

- Inclusion of Asthma Drugs and Disease Management Program in the basic plan.
- Reduction in the deductible from \$3,000 to \$1,500 for catastrophic coverage.
- An increase in the lifetime maximum to \$2 million in covered expenses and the elimination of the annual maximum, except for private duty nursing.
- Increased inpatient hospitalization benefits for non-Medicare eligible members from 75 days to 365 days.
- Coverage for up to 90 days in a Blue Cross-approved Skilled Nursing Facility.
- Coverage for cardiac rehabilitation at Blue Cross network facilities for up to a maximum of 36 visits annually, with no cost to the patient.
- Increase in GHI participating provider schedule for Manhattan physicians.
- Elimination of the \$240 hospital deductible for newborn nursery care.

MANAGING THE WORKFORCE

- Inclusion of full-time student coverage in the basic plan. This benefit, currently covered only through the Optional Rider, will save employees up to \$8.77 a month for coverage.
- Increase in the GHI reimbursement schedule to participating providers for maternity services.

OVERTIME

The Mayor's Office of Operations and the Office of Management and Budget have joint responsibility for monitoring the overtime spending of City agencies. In accordance with Mayoral Directive 94-3, selected high-overtime agencies provide annual overtime control plans and monthly reports on earned overtime and its causes, which the Office of Operations uses to produce monthly and year-end reports for agencies and oversight units. In Fiscal 1999 and 2000, 11 selected agencies, with overtime earnings representing 95 percent of total City overtime spending, are being monitored in this manner. The monitored agencies are the Police, Fire, Correction, and Sanitation Departments; the Departments of Juvenile Justice, Environmental Protection, and Transportation; the Human Resources Administration; the Administration for Children's Services; the Office of the Chief Medical Examiner; and the Health and Hospitals Corporation (HHC).

Total City overtime earnings were \$218.6 million in the first four months of Fiscal 2000, compared with \$204.9 million in the first four months of Fiscal 1999, an increase of 7 percent. This increase reflects the planned use of overtime as a mechanism that enables the City to increase services without increasing staffing and longer-term costs. Most of these earnings (71 percent) were incurred in the uniformed agencies (Police, Fire, Correction, and Sanitation); these agencies' earnings were \$155.3 million in the first four months of Fiscal 2000, an increase of 5 percent from \$148 million in the comparable period of Fiscal 1999.

Overtime was used in the Police Department for purposes including arrests due to expanded anti-narcotics initiatives, security at public events, school security and traffic enforcement. The increase in Sanitation overtime was primarily due to management initiatives such as the expansion of weekly recycling to 31 additional districts, the continued phase-in of the interim export plan and a collective bargaining increase.

Combined overtime earned in the seven civilian monitored agencies was \$48.4 million in the first four months of Fiscal 2000, an increase of 6 percent compared with earnings of \$45.7 in the first four months of Fiscal 1999. Five of the civilian monitored agencies had increased overtime earnings in the first four months of Fiscal 2000, compared with the same period of Fiscal 1999; earnings decreased at the two other civilian monitored agencies.

Growth in overtime earnings is augmented by salary increases as per collective bargaining agreements; citywide increases averaged between 4.75 percent and 6 percent from the first four months of Fiscal 1999 to the same months of Fiscal 2000. In terms of hours of overtime worked, the City's overtime usage increased by 0.9 percent from the first four months of Fiscal 1999 to the same months of Fiscal 2000. Hours of overtime worked declined over this period in seven of the 11 monitored agencies, with declines ranging from 0.4 percent in the Department of Juvenile Justice to 20 percent in the Department of Correction and 25 percent in the Administration for Children's Services. Hours of overtime worked increased in four monitored agencies, ranging from 4 percent in the Police Department to 36 percent in the Human Resources Administration.

MANAGING THE WORKFORCE

ABSENCE CONTROL

The Mayor's Office of Operations also monitors citywide paid absence rates in accordance with Mayoral Directive 91-9. Agency heads are responsible for closely monitoring absenteeism, ensuring that paid absence is used in accordance with current contracts and regulations, and establishing procedures to limit the loss of employee availability due to unnecessary or avoidable paid sick leave. The total absence rate is calculated using three types of absence: Line-of-Duty Injury absence among the uniformed forces at the Police, Fire, and Sanitation Departments; Worker's Compensation absence for all civilian employees, as well as for uniformed employees at the Department of Correction; and total paid sick leave for all employees.

The total absence rate was 4.46 percent (equivalent to 11.1 days absent per year) in the first four months of Fiscal 2000, compared with 4.4 percent (11 days absent per year) during the first four months of Fiscal 1999. These figures reflect increased four-month absence rates among the City's civilian workforce, while four-month absence rates for uniformed workforces were stable. The absence rate of the City's civilian workforce was 4.40 percent (10.9 days absent per year) in the first four months of Fiscal 2000, compared with 4.27 percent (10.5 days absent per year) in the same period of Fiscal 1999. The combined absence rate for uniformed employees in the Police, Fire, Correction and Sanitation Departments was 4.52 percent (11.2 days absent per year) in the first four months of Fiscal 2000, unchanged from the corresponding period of Fiscal 1999.

While overall absence increased slightly in the first four months of Fiscal 2000, successful management strategies have kept absence rates below the level seen earlier in the 1990s. Since Fiscal 1994, reduced absence has saved the City the equivalent of over 1,400 available employees, including nearly 1,000 uniformed employees.

Noteworthy successes in controlling absence rates have been seen in the Police and Fire Departments, through initiatives that increased the safety and security of employees. Paid absence due to Worker's Compensation for Traffic Enforcement Agents (TEAs) has decreased by 97 percent, from 129,700 hours in the first four months of Fiscal 1996 to 3,790 hours in the corresponding period of Fiscal 2000. Paid Worker's Compensation absence among the City's corps of TEAs has decreased steadily since the unit's Fiscal 1997 transfer from the Department of Transportation to the Police Department, where TEAs are less subject to assault.

In the Fire Department, absence due to line-of-duty-injuries has fallen by 30 percent from the first third of Fiscal 1994 to the first third of Fiscal 2000; this reduction is equivalent to hiring an additional 225 firefighters. The Department has instituted measures to improve firefighter safety, including the introduction of bunker gear; the success of these steps can also be seen in the decline in serious burn injuries to firefighters, which decreased by more than half from Calendar 1994 to 1999.

To further improve the control and management of employee absence, in Fiscal 2000 the City implemented a program to enable operating agencies to use the Citywide Human Resources Management System (CHRMS). This system monitors employee absence and administers the Citywide Absence Control Program, which enforces administrative and contractual limits on the use of medically undocumented paid sick leave. CHRMS, a data warehouse that derives information from the City's computerized payroll system, also helps reduce additional absence and tardiness by enabling agencies to research data and generate prepared and custom reports for use by management.

ECONOMIC DEVELOPMENT

The City's aggressive pro-business policies have helped foster a resurgent economy, with positive effects on the credibility of government and the delivery of critical services. Tax reform combined with individual tax relief initiatives; business retention and recruitment; assistance with energy and start-up costs; assistance with issues such as government regulation; and bold development initiatives foster a climate friendly to investment and growth.

For the third consecutive year New York City had the most companies on Inc. Magazine's list of the 500 fastest-growing privately-held businesses, published in October 1999. Computer-related businesses comprise the majority of the list of fastest-growing companies, attesting to the City's position in the forefront of technology and new media.

THE NEW YORK CITY ECONOMY

EMPLOYMENT

Employment data shows New York City enjoying the greatest economic boom of the past half-century. Over 81,000 private sector jobs were added in Calendar 1999, the most since the federal Bureau of Labor Statistics began keeping records in 1950. These gains represent a private sector growth rate of 2.7 percent, compared with 1.4 percent in the rest of New York State and 2.3 percent nationwide. Private sector jobs at the end of 1999 totaled 3,149,000, nearly 380,000 more jobs than at the close of 1993.

The past three years have seen a sustained decline in the City's unemployment rate. Seasonally adjusted unemployment was 6 percent in December 1999, the lowest figure since March 1989. Annual average unemployment for Calendar 1999 was 6.8 percent, the lowest in ten years.

Employment trends in different sectors of the City's economy exhibit a variety of strengths. Business services, including areas such as data processing and new media, led the way with 8.3 percent growth from Calendar 1998 to 1999; the City's strong position in these industries is shown by comparing it with the national growth rate of 6.3 percent. New York's traditional growth areas in the financial sector showed mixed trends, with strong gains in securities and lesser growth in real estate offset by moderate declines in banking and insurance. Another strong growth area was construction, in which employment rose by 6.9 percent (compared with 5.2 percent nationwide). The City has added over 23,500 construction jobs since 1993. Data from the Department of Buildings confirms the renewed strength of New York's construction industry: the number of building permits issued for new buildings increased by 26 percent in July to October 1999, compared to the same months of 1998.

JOB RECRUITMENT AND RETENTION

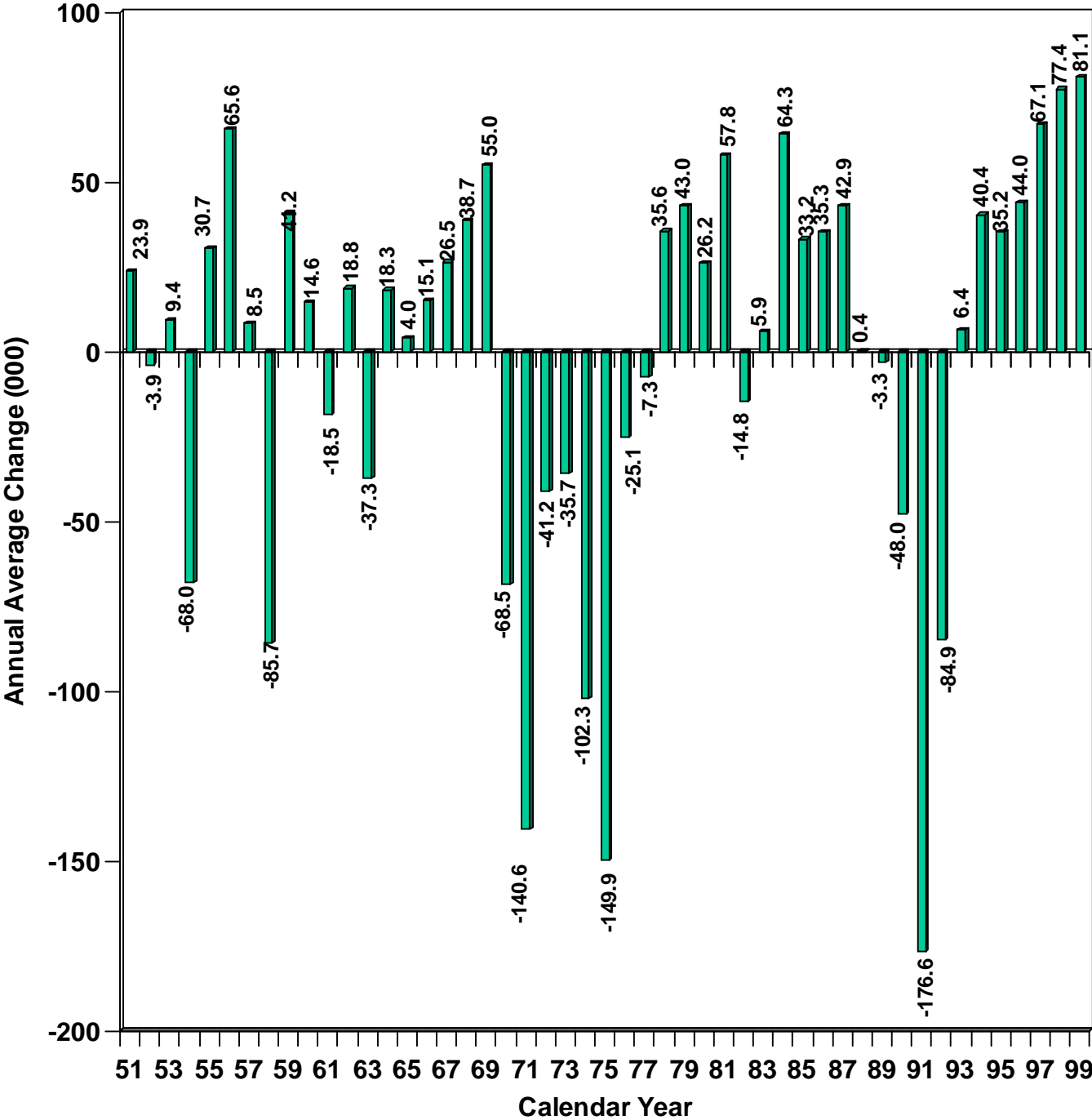
Since January 1, 1994 the Economic Development Corporation (EDC) has secured commitments from a total of 56 major companies to stay in the City for 10 to 50 years, representing an estimated 102,339 jobs retained and a projected 68,164 jobs to be created. The total City tax revenue expected from the companies retained by EDC is \$1.7 billion annually over the next 10 to 50 years. EDC's recruitment division has brought a total of 100 businesses and 2,555 jobs to the City since its inception in April 1996.

ENTERTAINMENT, CULTURE AND TOURISM

During July through October 1999 the Mayor's Office of Film, Theatre, and Broadcasting (MOFTB) facilitated 8,523 total production shooting days and 1,527 total productions, compared to 7,231 total production shooting days and 1,569 total productions for the same period of Fiscal 1999. During this period a total of 113 feature films and 343 broadcast and cable network television programs were produced. According to Bureau of Labor Statistics data, New York City employment in the motion picture industry grew by 14.6 percent from Calendar 1998 to 1999, adding over 6,500 jobs.

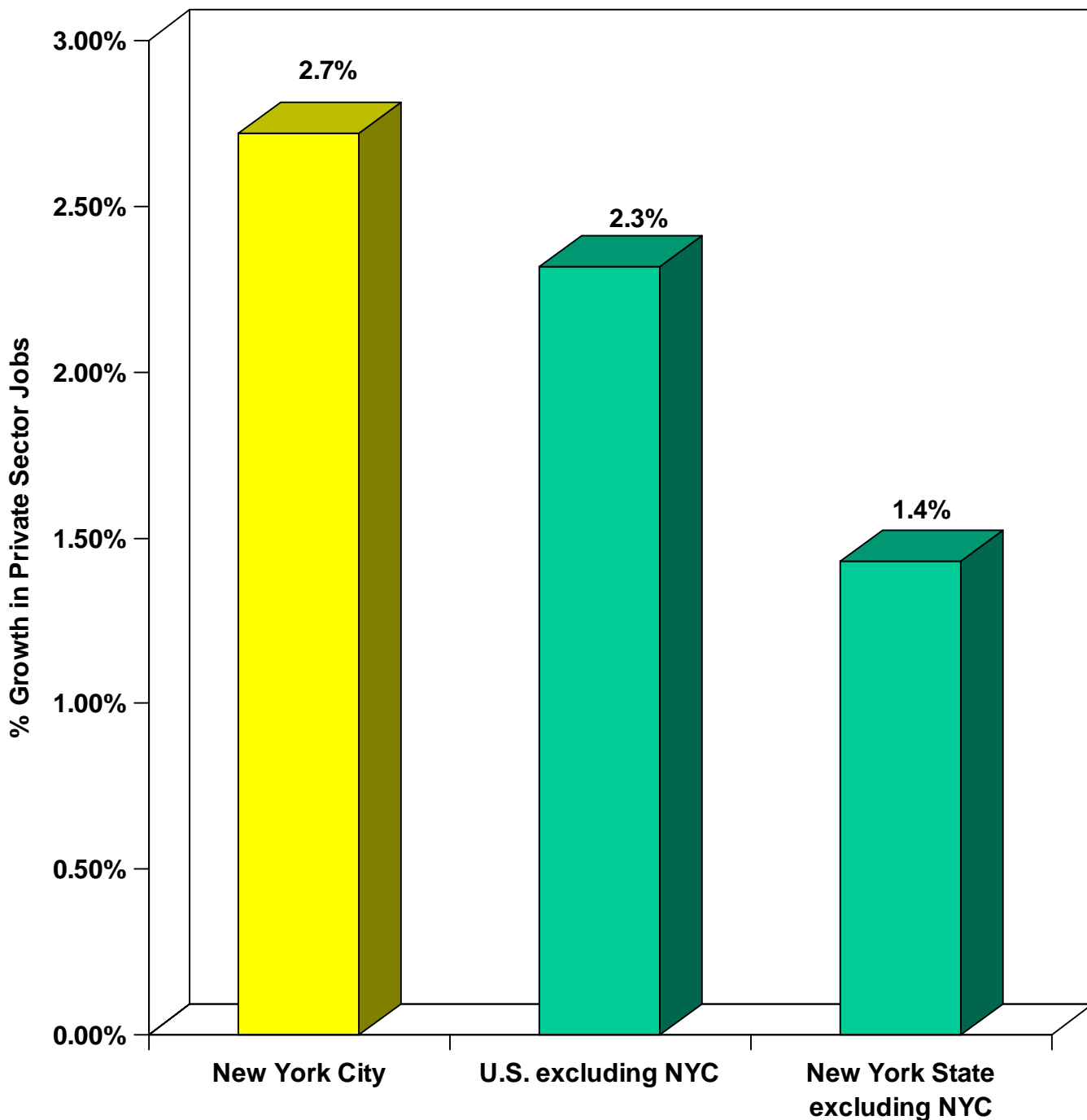
Private Sector Job Growth

The City created more jobs in 1999 than at any time since records began to be kept in 1950.

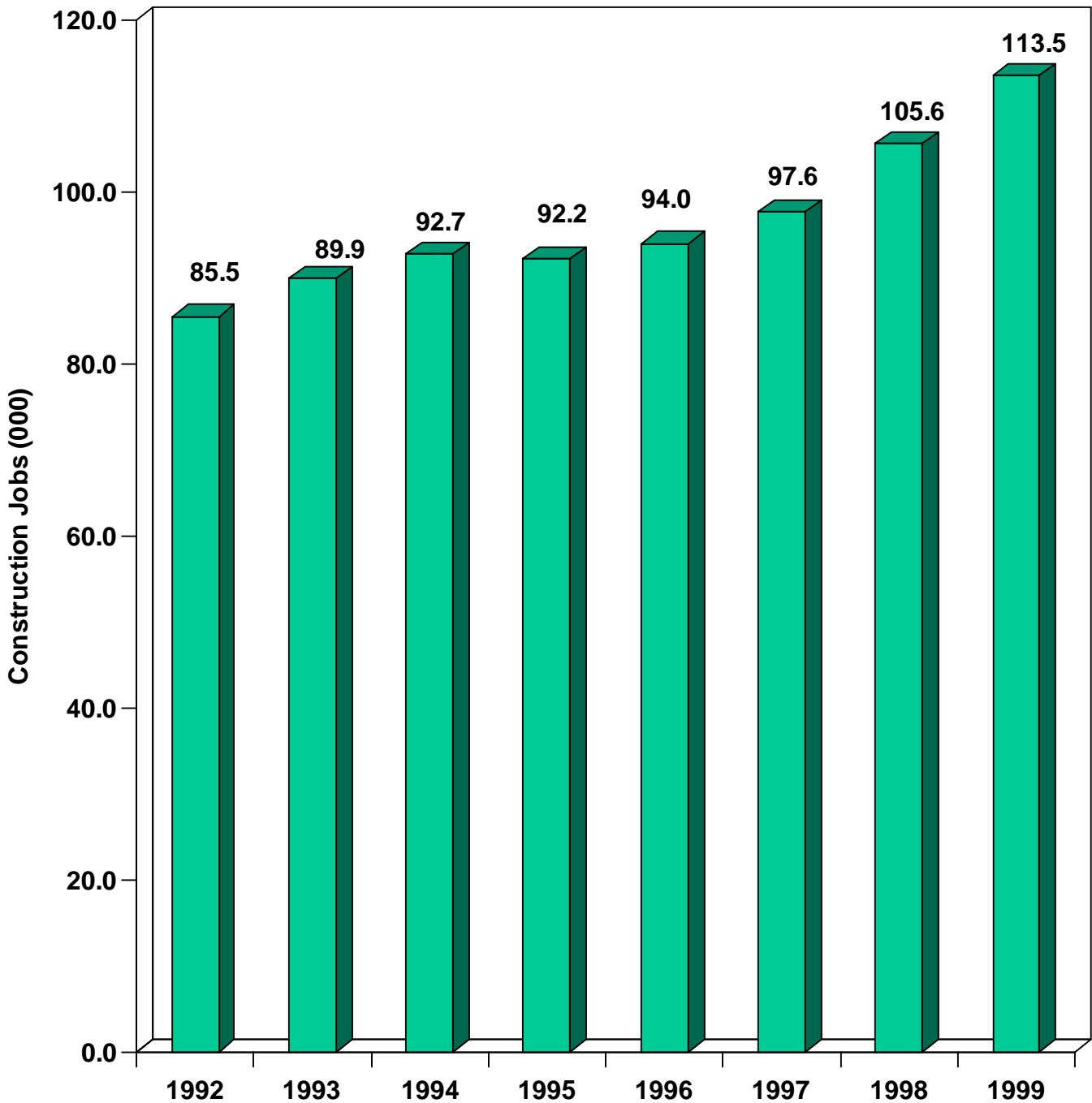


Source: Bureau of Labor Statistics

In 1999, NYC Private Sector Employment Growth Exceeded the Rest of the Nation and the State



NYC Construction Employment Calendar 1992-1999



Figures are end-of-period and are seasonally adjusted.

Source: Bureau of Labor Statistics

ECONOMIC DEVELOPMENT

Construction is scheduled in Calendar 2000 at film and television production facilities in Queens, Manhattan and Brooklyn. Together, these projects will increase the square footage of sound stages, studios and support spaces available in the City by over 170,000 square feet.

The City has pledged support as Lincoln Center's partner in its revitalization efforts, maintaining its legacy as a world-class center for the arts by preserving and modernizing its facilities. To help facilitate the Center's revitalization, the City has allocated \$25 million in its Preliminary Fiscal 2001 Capital Plan. The planned revitalization is detailed in the Lincoln Center Capital Needs Survey, the first comprehensive evaluation of the Center's capital needs since the facility was built. The list of projects identified in the study includes renovation of the Center's plaza, upgrading of electrical systems to meet the demands of new computerized and digital technologies, and building upgrades to enhance the programmatic capabilities of the individual structures.

The number of domestic and international visitors traveling to the City continues to set records. Preliminary figures from the New York Convention and Visitors Bureau indicate that over 33.3 million people visited New York in Calendar 1999, compared with 26.7 million in 1993; 34 million visitors are forecast in Calendar 2000. Spending by visitors in Calendar 1999 is estimated at \$14.5 billion, compared with \$10.1 billion in 1993, and is projected to reach \$16.4 billion in 2000.

One of the major reasons for New York's preeminence in tourism is its role in hosting world-class events, from sports to the start of a new millennium. An estimated 2 million people came to midtown Manhattan on December 31, 1999 for the largest and most elaborate New Year's celebration in the City's history, including 24 separate hourly multi-media celebrations to mark the new millennium's beginning around the world, and a television audience exceeding 1 billion. Baseball attendance in 1999 set records both at Yankee Stadium with approximately 3.3 million attendees, and at Shea Stadium with 2.7 million attendees. The Yankee's trip to a record 25th World Championship generated an estimated \$144.4 million in direct and indirect spending in the City, including \$37.9 million during post-season play; while the Mets' season, including the post-season, generated an estimated \$111.4 million in direct and indirect spending.

For the future, Mayor Giuliani has announced plans to attract the Summer 2012 Olympics to New York City by constructing a new stadium and Olympic complex on Manhattan's West Side. The Mayor outlined the proposal for Midtown West in his January 2000 State of the City address. The project would include an Olympic/football stadium; a 7.5-acre public square; two convention hotels; a new Madison Square Garden; an Olympic media center and an expansion of the Javits Convention Center; and calls for expansion of rail access to the site on the No. 7 subway line, Metro-North and the Long Island Railroad.

Other stadium projects are being advanced by the Economic Development Corporation. In September 1999 the Staten Island Yankees completed their first season at an interim baseball facility located at the College of Staten Island. Over 38 games, average attendance was 3,100 baseball fans. A Uniform Land Use Review Procedure (ULURP) was completed in December 1999, and plans for construction of the permanent stadium located in St. George, Staten Island, are on schedule for the facility to open in June 2001. A proposed Mets minor league stadium will be located at Steeplechase Park in Brooklyn. The Corporation has begun the required ULURP process and has initiated discussions regarding the stadium concession agreement process.

ECONOMIC DEVELOPMENT

BUSINESS DEVELOPMENT

TAX REFORM

Since Fiscal 1994 the Giuliani Administration has saved New Yorkers a total of over \$2.2 billion through targeted tax reductions. To further reduce New Yorkers' tax burden, the Mayor's Tax Reform Task Force has been investigating new ways to remove tax inequities and improve the City's competitive position. The Task Force's proposals include short-term tax reductions valued at \$270 million on an annual basis and \$2 billion of long-term City tax reductions. The Task Force made recommendations to the Mayor that were included in the January Financial Plan for reductions in Personal Income Tax, Commercial Rent Tax, Unincorporated Business Tax, General Corporation Tax, S-Corporation Tax and Utility Tax.

In releasing the City's Financial Plan for Fiscal Years 2000-2004, Mayor Giuliani proposed a substantial new tax reduction program valued at more than \$2 billion, to ensure that the City's economy continues to produce new jobs. Highlights of the program include termination of the 14 percent Personal Income Tax Surcharge; extension of Co-op/Condo Property Tax Relief; elimination of the Commercial Rent Tax, and reductions in other business-related taxes; and repeal of the \$2 flat fee on hotel rooms. Under the plan, tax reductions enacted and proposed by the Giuliani Administration would reach a total of \$4.5 billion by Fiscal 2004.

Mayor Giuliani was successful in his efforts to eliminate the sales tax on purchases of clothing and footwear under \$110. This tax will be eliminated on March 1, 2000. The tax exemption week held from September 1 to September 7, 1999 saved consumers an estimated \$10 million. Another sales tax exemption week took place the week of January 15 to January 21, 2000, at a projected savings to taxpayers of \$10 million.

The co-op and condominium real property tax abatement legislation, which expired in December 1998, has been extended for another two years. The legislation will benefit approximately 288,000 units with savings totaling \$157.8 million for Fiscal 2000. Abatements were mailed in November 1999. The Department of Finance (DOF) is preparing a report to discuss the impact the abatement program has had in addressing the inequities in the tax burden experienced by co-op/condominium property owners.

Through the Industrial Commercial Incentive Program (ICIP), the City has distributed an estimated \$125 million in exemption benefits to eligible industrial or commercial buildings which are constructed, modernized, rehabilitated, expanded or otherwise physically improved. Since Fiscal 1994 the City's ICIP awards have increased significantly in all boroughs. Over this period, benefits increased in Manhattan by 22 percent increase, in Brooklyn by 144 percent, in the Bronx by 82 percent, in Staten Island by 67 percent and in Queens by 25 percent.

BUSINESS SERVICES

The Department of Business Services (DBS) works to help local businesses by intervening with government entities on behalf of the private sector, and by outreach, technical assistance and marketing efforts. During the first four months of Fiscal 2000 the DBS Emergency Response Unit (ERU) provided critical assistance during crises, including the blackout in Washington Heights, a building collapse in Far Rockaway, a sewer flood in SoHo and businesses affected by Hurricane Floyd. The unit provides assistance to individuals and businesses affected by such incidents through timely updates on building re-openings and facilitation of the resolution of matters affecting day-to-day business operations. Additionally, ERU helps compile evidence to support business claims for assistance due to economic injury.

ECONOMIC DEVELOPMENT

In Fiscal 2000 DBS has undertaken a number of initiatives related to its oversight of Business Improvement Districts (BIDs). These include strengthening fiscal procedures, developing a comprehensive database of BID information, and continuing technical assistance to BID projects in the developmental stage. The Department is assisting local organizations to establish BIDs by providing information regarding the establishment process, and ensuring that all existing BIDs are complying with relevant fiscal and management procedures. One of the Department's methods for monitoring the impact of these organizations on local conditions is through quarterly street cleanliness reports on BIDs which conduct sanitation and cleaning operations. At the request of DBS or the BIDs themselves, the Mayor's Office of Operations conducts street cleanliness ratings in BID target areas; the reports help BIDs assess the effectiveness of cleaning staff or of contracted cleaning services. The accompanying table shows the trend in street cleanliness levels for 15 BIDs for which street cleanliness data is available from Calendar 1994. All of these organizations have shown improved cleanliness levels, and the average improvement among these BIDs exceeds the already large gains seen in citywide street cleanliness since 1994 by a statistically significant margin.

During the first four months of Fiscal 2000 DBS certified 38 companies as eligible to participate in the Economic Development Zone (EDZ) program, raising the total number of companies that are EDZ-certified to 726. The EDZ program provides tax incentives for employers who provide jobs in designated EDZs. Certified companies have had their business credentials verified by the State and are required to be physically located in the EDZ. DBS oversees the operation of the Zones and serves on EDZ Boards as the City's representative.

The DBS Vendor Initiative Division continues to coordinate interagency efforts through the Vendor Operating Committee, to combat illegal vending along busy thoroughfares and congested business strips. During the first four months of Fiscal 2000 DBS and other agencies involved with the Committee issued over 14,800 summonses for illegal vending. Coordinated enforcement has resulted in increased sidewalk safety, which improves the quality of life in business districts, and benefits both consumers and storefront businesses. Since the Vendor Initiative Division's inception in 1995, the City has established four legal vendor markets, which can accommodate approximately 250 vendors at any given time. To date, 3,000 vendors have conducted business in the City's markets. In addition, during the first four months of Fiscal 2000 the Division emphasized the Business Basics courses for vendors which helps them develop computer skills and use various software applications.

CONSOLIDATION TECHNOLOGY PROJECT

The Department of Finance (DOF) continues its multi-agency consolidation technology project, known as NYCSERV. The current phase of the NYCSERV project includes the design, development and integration of technology enhancements to consolidate City payments, licensing, collection and adjudication processes. This will improve productivity and customer service, and make revenue collection more efficient. Screen reviews and usability tests began in November 1999. The macro-design phase of this portion of the project was completed in January 2000. Usability testing began in February 2000. All micro-designs will be completed by the end of March 2000, at which time the development phase will commence.

The Department finalized lease negotiations for a new Manhattan Borough Payment and Adjudication Center in December 1999. Construction will begin in the first quarter of Calendar 2000 with completion scheduled for Fall 2000. The new Center will contain offices for the Department of Environmental Protection, Environmental Control Board, City Collector, City Register, Parking Violations Payment and Adjudication, and all Manhattan property operations.

The adjudication of red light traffic summonses, which are issued by the Department of Transportation (DOT), began in the Bronx Parking Violations Help Center in October 1999. This service is already provided at the Queens and Staten Island Borough Payment and Adjudication Centers and the Manhattan and Brooklyn Parking Violations Help Centers. This completes DOF's initiative to offer red light adjudication services in all boroughs.

Cleanliness Ratings of Selected Business Improvement Districts
Percent of Acceptably Clean Streets
Calendar 1994 vs. 1999

	CY 1994	CY 1999
Third Avenue Hub	56.9%	90.3%
MetroTech	80.6%	90.7%
Sunset Park	35.4%	71.4%
Fulton Mall	81.7%	100.0%
Downtown Alliance	79.0%	94.6%
Village Alliance*	90.9%	97.5%
14th St-Union Square	86.0%	98.4%
34th St Partnership	79.0%	87.1%
Grand Central Partnership	81.9%	96.5%
Times Square	75.2%	90.5%
Fashion Center	54.3%	91.7%
Lincoln Square	75.0%	94.6%
Madison Avenue	75.0%	98.4%
Washington Heights	51.2%	84.9%
Steinway Street	41.1%	82.6%
Average of BID Areas Rated	69.5%	91.3%
NYC Average Rating	71.5%	88.9%

Business Improvement Districts (BIDs) are shown for which cleanliness ratings have been collected since 1994. BIDs in different areas began cleaning operations at different times. A particular BID may have begun before or after Calendar 1994.

**The earliest rating was for April-December 1994.*

ECONOMIC DEVELOPMENT

ELIMINATING ORGANIZED CRIME INFLUENCE

The Department of Business Services (DBS) continues work to keep the City's markets free of organized crime. After an extensive review and investigation process, DBS has re-registered 44 wholesalers at the Fulton Fish Market, and registered 54 wholesalers at the Hunt's Point Market. During the first four months of Fiscal 2000 rent revenues from the Hunt's Point Market have remained at \$1.1 million, the same as Fiscal 1999; rent revenues from the Fulton Fish Market increased by \$28,000, to \$714,000, compared with the first four months of Fiscal 1999.

Since it acted in April 1997 to reduce the maximum allowable rates for private carting, the Trade Waste Commission has freed New York City businesses from the onus of artificially high disposal costs while ending organized crime domination of the carting industry. Based on a sample of over 38,000 customers, the average rate paid at the end of October 1999 – \$5.66 per cubic yard – is 54 percent below the current maximum allowable rate, and 62 percent below the maximum allowable rate prior to April 1997. In addition, the current estimated average rate being paid by businesses has fallen by 35 percent since the end of Calendar 1997.

ECONOMIC DEVELOPMENT

During Fiscal 2000 the Economic Development Corporation (EDC) is marketing its business development programs, including the Regional Economic Development Assistance Corporation, the Industrial Development Agency, and the Small Industry and Industrial Incentive Programs, to various manufacturing groups such as the printing and garment industries. These programs provide small business loans, arrange for tax exemptions and waivers, and issue low-cost tax-exempt bonds.

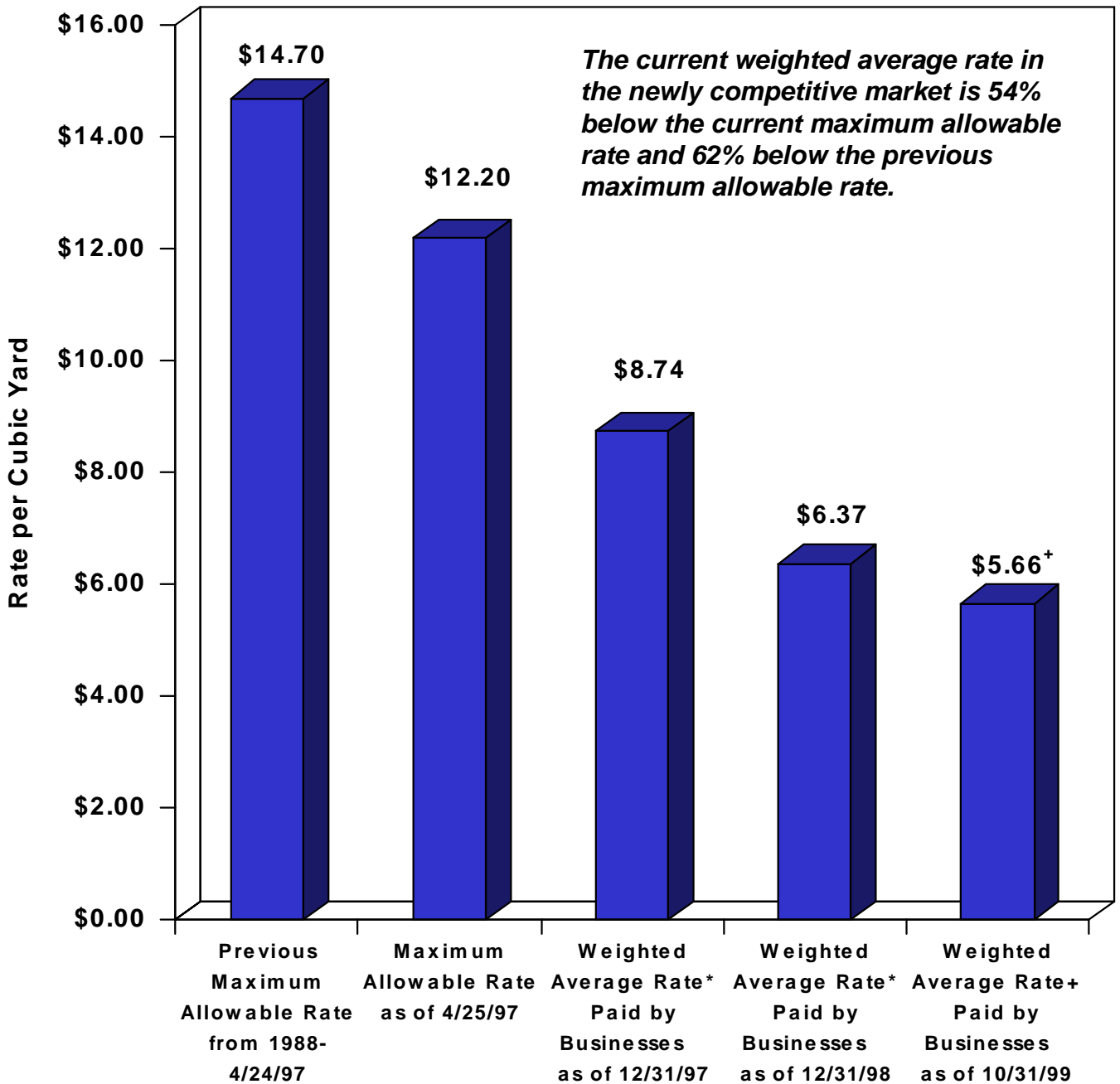
In September 1999 Mayor Giuliani announced that in Fiscal 1999, 27 companies opened offices or expanded their operations in New York City with help from EDC. Nine of the companies opening new offices in New York were Internet-related firms, attracted by the City's high-tech industry. EDC helps companies to establish a presence in New York City by providing a number of services, including exploration of available office sites, finding or relocating employees, and helping new companies network within their industry. EDC also makes companies aware of available City services and programs, such as reduced-tax zones and pre-wired, high-tech office space programs.

During the first half of Fiscal 2000 Mayor Giuliani announced that the City would provide similar assistance to additional companies, including the following:

- As of September 1999 the New York City Industrial Development Agency (IDA) agreed to assist five companies and organizations in expanding their operations, bringing 846 new permanent jobs to the City. Among the companies is a major publisher and direct marketer, which plans to relocate its Connecticut headquarters to Manhattan. IDA agrees to provide incentive packages which can include sales tax exemptions, discounted energy benefits, and tax-exempt bond financing. The IDA is the City's primary vehicle for providing assistance to businesses, including small industrial and manufacturing companies. The IDA is a conduit issuer which issues tax-exempt industrial revenue bonds that assist eligible industrial and not-for-profit organizations to finance expansion opportunities. A broader range of companies may also qualify for abatements on sales, real estate and mortgage recording taxes, and reduced energy costs.
- As of October 1999 the Industrial Development Agency agreed to assist an additional seven companies to expand in New York City. The expansion will generate approximately 1,676 new jobs over the next 25 years. The companies assisted include a leading global Internet services provider, as well as three manufacturers with expansion plans in Long Island City, Queens.

Trade Waste Commission

Trade Waste Rates per Cubic Yard of Loose Waste



*The weighted average rate is based on the volume of waste generated by individual businesses sampled.

+Data is based on a limited sample of 38,200 customers.

ECONOMIC DEVELOPMENT

- Early in October 1999 EDC issued a Request for Proposals (RFP) on behalf of the City to encourage the development of high-tech districts throughout the five boroughs. The RFP encourages local not-for-profit organizations to partner with property owners and technology service providers to develop and promote new high-tech districts. In return, the City will provide grants to support marketing these districts. EDC will award matching grants to promote each high-tech district for up to 50 percent of marketing expenses for two years, not to exceed \$250,000. In addition to the not-for-profit organizations, property owners and technology service providers, partnerships may also include colleges and universities, energy providers, local corporations, industry associations, and citywide or local not-for-profit business service providers.
- In the first four months of Fiscal 2000 EDC finalized its selection of a professional investment advisor and legal counsel to assist in managing the Emerging Industries Fund (EIF). EIF is a \$25 million fund created to address the need in New York City of early stage financing for small, fast-growing technology companies that are located in or moving to New York City. Such industries include new media/Internet, biotechnology, software and telecommunications. Investments will range from \$100,000 to \$1,500,000 with an emphasis on investments of less than \$750,000. Financial deals may be structured as debt or equity or as a combination of the two. The primary objective of the EIF is to achieve a competitive rate of return and to make investments that will expand industrial and commercial development and employment opportunities in advanced technology areas.
- On December 8, 1999, Mayor Giuliani announced that 31 manufacturing and industrial companies have been selected to receive low-cost electricity through programs administered by EDC. These energy assistance programs will enable the companies to lower their electricity costs by up to 20 percent and help them create approximately 1,015 new jobs in the City. The 31 companies will benefit from the New York City Public Utility Service (NYCPUS) or Business Incentive Rate (BIR) programs, eligibility for which is based on job creation commitment and capital investments in property or equipment. NYCPUS is managed by EDC and provides approximately 20 percent discounts on electricity generated by the New York Power Authority for up to 12 years. Under the BIR program, EDC certifies the eligibility of companies and Con Edison provides a rebate of about 20 percent for 10 years on qualified companies' utility bills for electric services. The companies then receive reduced benefits for an additional five years. In addition to the NYCPUS or BIR energy benefits arranged by EDC, several of the selected companies will also benefit from the Energy Cost Savings Program (ECSP), a program administered by the Department of Business Services. When ECSP is combined with the NYCPUS or BIR energy benefits, eligible companies' electricity costs will drop by about 50 percent, compared to Con Edison's regular rates. EDC marketed the availability of lower-cost electricity to New York City-based industrial and manufacturing businesses through a direct mail campaign conducted this past summer. The 31 energy assistance recipients constitute a wide variety of manufacturing and industrial firms.

NEIGHBORHOOD DEVELOPMENT

EDC is proceeding with the St. George Station project, featuring the development of a new state-of-the-art ferry terminal located in St. George, Staten Island. Architectural and engineering design began in Fall 1999, and infrastructure work is scheduled to begin in early 2001. The \$76 million project is being coordinated with the new minor league baseball stadium to the north and the National Lighthouse Center and Museum to the south of the site.

ECONOMIC DEVELOPMENT

The Federal Aviation Administration (FAA) will locate its national headquarters in Springfield Gardens, Queens, just north of John F. Kennedy International Airport. The 200,000-square-foot, five-story office building will be located at 159th Street and Rockaway Boulevard and is expected to house approximately 800 workers. Construction of the facility began in June 1998 and the facility will be fully operational in March 2000. In addition, On January 12, 2000 Mayor Giuliani announced that a major hotel chain would build a new 166-room hotel adjacent to the Airport. The hotel, to be completed early in 2001, will be the first new hotel built at JFK Airport in 15 years.

The last of the development sites in College Point Corporate Park in northern Queens was opened in August 1999, consisting of three major retailers, including two clothing stores and one sporting goods store. The development of the retail sites in the Park created approximately 520 construction jobs and 1,000 permanent jobs.

In August 1997 EDC designated two local developers for national and neighborhood retail establishments at three sites in the Morrisania section of the Bronx. It expects to close these property sales by the third quarter of Fiscal 2000. These projects will include approximately 98,000 square feet of retail and residential space and generate approximately 50 construction jobs and 200 permanent jobs.

EDC is working to develop a supermarket, restaurant, kitchen design store and public space under the Queensboro Bridge in Manhattan. This project, known as Bridgemarket, is on schedule to be fully operational by Winter 2000. The kitchen design store opened in early December 1999 and the project is expected to create 450 full-time jobs.

EDC released an RFP in October 1998 seeking developers for 10 sites within the 40-block East New York In-Place Industrial Park in Brooklyn. Currently the area is home to over 70 manufacturing companies. The sites being offered range in size from 1,900 square feet to 22,000 square feet. Respondents have included textile and construction manufacturers, and manufacturers and distributors of automotive parts. A subsequent RFP was issued in June 1999 for the remaining 17 industrial sites. Proposals were received in September 1999 and are currently being evaluated.

Additional local development projects are described in this Volume's section on agency achievements by borough.

TRANSPORTATION AND WATERFRONT INITIATIVES

In connection with the finalization of the Strategic Plan For The Redevelopment Of The Port Of New York, in February 1999 EDC identified an auto marine terminal and regional distribution center as the first stage of maritime development in Sunset Park, Brooklyn. Along with other aspects of the Strategic Plan, the U.S. Army Corps of Engineers completed its Harbor Navigation Study in December 1999. The study evaluated conditions for deepening New York Harbor shipping channels to 50 feet to accommodate larger vessels. At the direction of the U. S. Environmental Protection Agency, the study will be followed by the Comprehensive Port Improvement Plan. EDC is part of a regional consortium guiding this effort, which examines the impact of expanded maritime commerce.

EDC continues improvements to the Red Hook Container Terminal in Brooklyn. Enhancements included the purchase of new crane equipment to assist containerized operations and the planning of a new rail float bridge, which will reestablish rail service to Red Hook and the surrounding businesses. The RFP for a consultant for this new rail float bridge was issued on January 21, 2000.

In October 1999 the City issued a Request for Proposals (RFP), seeking a private entity to manage, operate and further develop John F. Kennedy International (JFK) and La Guardia (LGA) Airports. The two City-owned airports, which are currently managed by the Port Authority of New York and New Jersey, operate under a lease that will expire in 2015. The RFP sought proposals from qualified airport management firms to operate and manage JFK and LGA. Proposals were received by the January 31, 2000 due date.

ECONOMIC DEVELOPMENT

GOVERNORS ISLAND

On January 6, 2000 Mayor and Giuliani and Governor Pataki were joined by Senator Daniel Patrick Moynihan and Assembly Speaker Sheldon Silver to announce a plan to transform Governors Island into a major civic, cultural and educational destination in New York Harbor.

The northern portion of the Island is listed on the National Register of Historic Places as a National Historic District and is also designated by the City of New York as a City Historic Landmark District. The history will be preserved for visitors at a cultural center featuring museums anchored in and around the island's 18th- and 19th-century military fortifications. Plans for the northern portion also include a major conference center, an extended-stay hotel and moderately-priced family lodging, and a health and wellness center. The plan also proposes waterside dining, small retail shops, limited commercial office space and a facility for academic programming.

The southern end of the Island will be transformed into a 50-acre public park, complete with recreation facilities and opportunities for visitors to experience stunning views of the Statue of Liberty and beautiful New York Harbor. A new museum celebrating the significance of the Hudson River will include major exhibits documenting the River's important ecological systems, the significance of the Harbor in the ecology of marine life on the eastern seaboard and the important role the island played in our nation's history as a military and commercial center. A family entertainment center, similar to the popular tourist attraction at Colonial Williamsburg, will focus on such historical themes as the American Revolution and the history of America's armed forces. The plan also includes University athletic fields and facilities, as well as enhancements to the existing esplanade.

Governors Island consists of 172 acres of developed land above water and 32 acres of submerged land surrounding the Island. It was owned and operated as a military facility by the British and American armed forces for more than 200 years. This State and national treasure has been the site for many historic events, and played an important role in the Revolutionary War, the War of 1812, the American Civil War and World Wars I and II. More recently, the Island was the site for the 1988 summit between President Ronald Reagan and Soviet President Mikhail Gorbachev, as well as the site of United Nations-sponsored talks to restore democratic rule in 1993.

A subsidiary of Empire State Development Corporation (ESDC) will be created with the responsibility for the overall management of the Island, including coordinating infrastructure and landscape development, operating an extensive park and open space system, and recruiting of private developers for specific development projects through long-term lease agreements.

The plan requires a \$300 million investment from private sector developers and approximately \$30 million in public funds to be shared by State and City governments as part of a total capital budget of \$70 million. The remaining \$40 million will be provided through payments made by private investors as part of their long-term lease agreements. In addition, the State and the City will request funding from the federal government to assist in redevelopment efforts. It is expected that, once developed, the Island will generate enough revenue to support ongoing operations without any additional public funding.

The federal government currently owns Governors Island. The Balanced Budget Act of 1997 provides that New York State and New York City may purchase the Island at fair market value no earlier than 2002. Under the redevelopment proposal, Governors Island would be transferred from the federal government to the State or City at no cost. Congressional action will be sought to allow the transfer of Governors Island at no cost prior to 2002. The proposed land use plan will be subject to all appropriate State and City environmental review processes and historic preservation laws, and public comment and participation will be solicited.

ECONOMIC DEVELOPMENT

PUBLIC/PRIVATE INITIATIVES

The best method of improving services is often to distribute responsibilities differently between the private and public sectors. This can mean contracting out services to take advantage of state-of-the-art technology and private sector efficiency; transferring or restoring assets to private hands; or entering into partnerships with private and not-for-profit entities to sponsor important services. Some of the key public/private initiatives implemented by the Giuliani Administration appear below; these initiatives are discussed in more detail elsewhere in this Volume, and in Volume I of the Report.

Adopt-a-Highway Program. A total of 90 percent of the City's adoptable highway miles are now cleaned and maintained through private sponsorship arranged by the Department of Transportation.

Homeless Shelters. The Department of Homeless Services has improved services by contracting out shelter and program management of new START facilities. Of the City's 123 facilities for the homeless, 109 or 89 percent are now privately operated; 111 facilities will be privately operated by the end of Fiscal 2000.

Delinquent Property Tax Collections. The Department of Finance's sale of property tax liens provides owners with an incentive to pay property taxes on time, and to make delinquent property tax payments. The Department will commence its seventh sale of delinquent real property tax liens in the second quarter of Calendar 2000. Prior to the sale, delinquent taxpayers who may be affected by a lien sale will be notified of their inclusion and encouraged to settle their accounts to avoid the sale. Beginning in April 2000, the Department will mail notices 60 days, 30 days and 10 days prior to the sale.

Meter Reading and Wastewater Treatment. The Department of Environmental Protection renewed its meter-reading contract with Con Edison for one year beginning in March 1999. Under this contract, the Department saves 77 percent of its in-house cost, or \$1.17 per reading. In August 1999 DEP competitively bid out meter reading for the Bronx; Con Edison was awarded this contract. DEP will save 67% of its in-house cost, or \$2.07 per reading. In addition, during the first four months of Fiscal 2000 DEP devised six pilot projects that will evaluate the cost effectiveness of wastewater treatment plants to make operations more competitive with private company practices.

Building Blocks. The Department of Housing Preservation and Development's Building Blocks! initiative was designed to rehabilitate the inventory of City-owned *in rem* buildings and return them to private ownership. By the end of October 1999 the number of units in occupied buildings centrally managed by HPD had been reduced to 14,629, a decrease of 19 percent from the same period last year and 52 percent below the Fiscal 1994 level. HPD plans to reduce this number to 13,477 by the end of Fiscal 2000.

Housing Authority. NYCHA contracts with private management companies to manage selected scattered-site developments. A total of 4,110 Authority-owned units in 36 developments citywide, representing 10.2 percent of all Authority developments, are under private management. In September 1999 NYCHA's executive department received the results of an evaluation that assessed the current private management companies on the basis of costs and savings, as well as on four Public Housing Assessment System (PHAS) criteria: resident satisfaction, management performance, financial performance, and physical conditions. The evaluation concluded that private management offers viable and potentially cost-efficient management options. NYCHA plans to continue the existing private management programs, and will also consider a mixed private/in-house management approach. In addition, NYCHA plans to contract with a private management firm for the management, maintenance and eventual sale to occupants of 313 units in 277 one- and two-family Federal Housing Administration (FHA) homes in early Calendar 2000.

ECONOMIC DEVELOPMENT

Elevator Inspections. Since December 1996 the Department of Buildings has contracted with three private elevator companies to perform inspections. Together, these companies performed 12,042 inspections during the first four months of Fiscal 2000, averaging approximately 3,011 inspections each month, compared to the average rate of 2,980 inspections each month during same period of Fiscal 1999. A Request for Proposals (RFP) for a new elevator contract was released in August 1999.

Adopt-a-Branch. The New York Public Library's Adopt-a-Branch Program combines private donations with City monies to fund urgently-needed renovations at various branches. The project is currently funding renovations in six branch libraries, five of these in Manhattan and one in the Bronx. During Fiscal 2000 there will be more renovations to existing branches and construction groundbreakings in Staten Island, Manhattan and the Bronx. As of December 1999 over \$6.5 million has been raised in private donations.

Direct Delivery of Office Supplies. In March 1996 DCAS began piloting a system in which office supplies are delivered directly to agencies from the vendor rather than from City warehouses. As a result, the waiting period for delivery has been reduced from five days to two days.

SERVICES FOR CHILDREN AND YOUTH

Among the City's foremost priorities is the quality and effectiveness of services to our children and youth. This section reviews issues including safeguarding children's physical well-being; summer employment, training and recreational opportunities; the juvenile justice system; library programs; and public education.

ADMINISTRATION FOR CHILDREN'S SERVICES

The Administration for Children's Services (ACS), by promoting the principle of protecting the children first, has fundamentally reformed child welfare in New York City. To reach this goal, ACS has placed an increased focus on foster care and adoption services. With the emphasis on placing children in permanent and loving homes, in September 1999 Mayor Giuliani and ACS held the 22nd annual NYC Adopt: Finding Families for Children. After the program, hundreds of prospective parents visited information booths staffed by over 45 adoption recruitment agencies and attended adoption orientation workshops. Since the creation of ACS in 1996, over 15,000 children have been adopted. ACS' adoption campaign, which is funded in part by a private foundation, includes the following initiatives:

- The "Should I Adopt?" public service announcement campaign to increase public awareness about adoption.
- The ACS Parent Recruitment Hotline (212) 676-WISH, to answer questions prospective foster and adoptive parents may have about the process.
- The "New York City Family Album," which provides prospective parents with photographs and information about children waiting to be adopted. Volume 4 premiered at NYC Adopt 1999.
- The Wednesday's Child program in partnership with a television news station and a private foundation.

During the first four months of Fiscal 2000 the average number of children in foster care was 35,424, compared to 39,410 children, including 12,198 children in kinship care, during the first four months of Fiscal 1999. Since the Agency's creation the city's foster care population has declined 18 percent from 42,669 in December 1996 to 35,001 in October 1999.

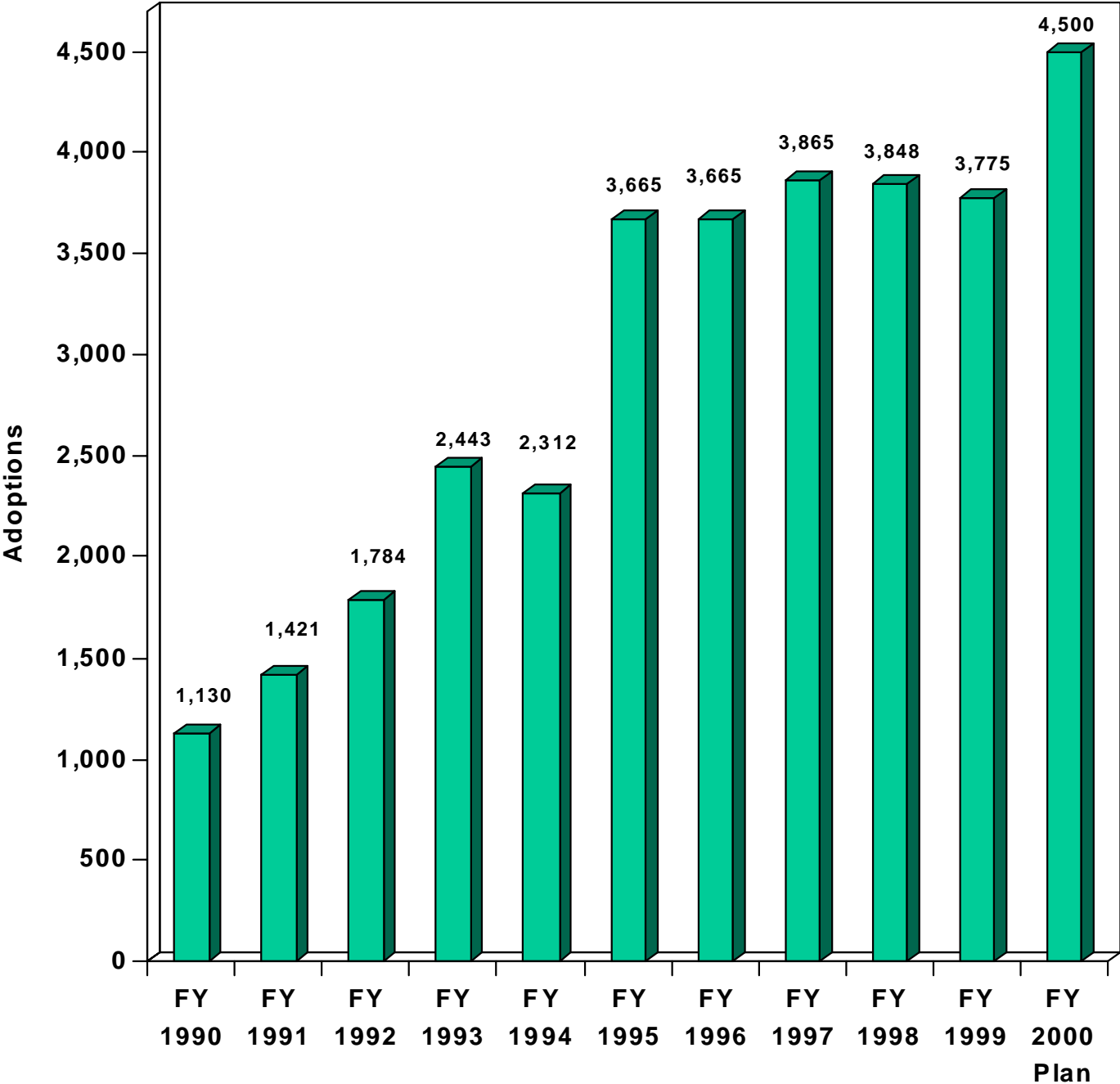
Neighborhood-Based Services. In July 1999 ACS began operating neighborhood-based services in the Bronx through 35 providers chosen in February 1999. Neighborhood-based services include general preventive, homemaking and foster care services to help families and children obtain the assistance they need in their own communities. Under this model, children in foster care remain close to all that is familiar to them – school, friends, neighbors, doctors and community.

In May, August and November 1999 ACS held three group forums regarding service planning for all Bronx providers, which focused on both family and community responsibility. In March 1999 ACS released a Request for Proposal to deliver neighborhood-based services to the remaining boroughs.

In November 1999 performance-based and outcome-based service contracts were awarded to 94 providers in all categories except congregate care. Final awards for neighborhood-based placements are scheduled to begin in Calendar 2000 as are awards in congregate care.

Administration for Children's Services

Adoptions Fiscal 1990-2000 Plan



SERVICES FOR CHILDREN AND YOUTH

Staff Enhancement. In Fiscal 1999 ACS' Office of Quality Improvement initiated a comprehensive quality improvement initiative. The review teams, known as Quality Leadership Teams (QLT), collaborate with senior management to develop quality improvement projects that strengthen case practice and other identified program activities. The teams include between eight and 12 frontline staff, middle managers, and in some instances, clerical staff. Each team collaborates with their Assistant Commissioner to identify a quality improvement project and develops and implements an action plan, which includes activities to be carried out, timeframes, setting targets for improvement and determining the methodology for evaluating improvement. As of November 1999, 14 of 18 program teams were operational, with the remaining four scheduled to be operational by the end of February 2000. Each program team meets monthly to develop its quality improvement project. QLT action planning will continue through Fiscal 2000.

In Fiscal 1999 the Administration allotted \$2.7 million for continuing the Masters in Social Work (MSW) program in Fiscal 2000. In Fiscal 2000, 205 first and second year scholarships were awarded. During the first four months of Fiscal 2000 approximately 208 ACS staff were enrolled in MSW programs through MSW scholarships.

Interagency Coordination. In December 1998, in conjunction with ACS, the New York City Police Department (NYPD) established the Instant Response Team protocol. This procedure assigns police officers to assist ACS caseworkers in field investigations that may involve guns or drugs, as well as potential abuse. In the first four months of Fiscal 2000 NYPD detectives conducted 267 child abuse investigations, compared to 207 investigations during the same period of Fiscal 1999. A total of 73 arrests resulted during the reporting period.

In conjunction with the Mayor's Child Abuse Task Force, Victim Services and the Kings County District Attorneys, NYPD's Child Abuse Squad, located at the Brooklyn Child Advocacy Center, investigated 601 cases during the reporting period, compared to 563 cases during the same period of Fiscal 1999. The investigations resulted in 104 arrests during the first four months of Fiscal 2000, compared to 121 arrests during the same period of Fiscal 1999. During the reporting period 654 child abuse cases were referred to the Detective Bureau's Special Victims Squads, compared to 846 cases during the first four months of Fiscal 1999. NYPD is also planning to open a Queens Child Advocacy Center by the end of Fiscal 2000.

Provider Oversight. In January 2000 ACS began using a new evaluation system for foster care contract agencies, the foster care Evaluation and Quality Improvement Protocol (EQUIP). This comprehensive effort evaluates the quality of services provided to children and families, as well as the programs and agencies that provide these services. With EQUIP, ACS is now better able to evaluate foster care services, programs and agencies on three levels: outcome, quality and process.

The Program Evaluation System (PES) used within EQUIP, discerns meaningful differences in the quality of all foster care programs. The system allows ACS to rank programs in order of program quality based on children's basic welfare, normal growth and development, and achievement of positive outcomes. The first full EQUIP evaluation will be completed at the end of Calendar 2000. ACS will use the evaluation results to reward performance in two ways. First, ACS will make favorable capacity awards to agencies performing well on the continuation of the quality rating PES and neighborhood-based resource recruitment. Second, in a new system, the Safe and Timely Adoptions and Reunifications program, ACS will offer financial incentives to agencies that reduce children's length of stay in foster care.

SERVICES FOR CHILDREN AND YOUTH

In March 1999 ACS staff began training both ACS' Office of Contract Agency Case Management (OCACM) staff and contract agencies on the federal Adoption and Safe Families Act (ASFA) Permanency Review Guidelines. This federal mandate requires child welfare agencies to expedite children's placement into safe, permanent and nurturing homes. A pilot training session was held at one contract agency in November 1999 and was attended by contract agency staff and OCACM staff. Between January and April 2000 ACS will hold joint ASFA training for the 15 largest contract agencies, each of which have responsibility for more than 500 children in foster care.

Compliance with Permanency Review Guidelines will be added to the Service Plan Review (SPR) tracking instrument used by OCACM. The current SPR tracking instrument captures information on contract agency success in involving parents, children and foster parents in the service plan review process. The new SPR tracking instrument captures information on ASFA as well as enhanced demographic information. Training on the new tracking instrument took place January 2000.

Protective Services. The 72-Hour Child Safety Conference (CSC), a Division of Child Protection initiative, allows caseworkers to participate in a collaborative process with parents, relatives and involved service providers to make fully informed decisions on how best to protect children, and support families in crisis. As of October 1999 the 72-Hour Child Safety Conferences were implemented citywide.

In order to assess the effectiveness of this approach, in November 1999 ACS developed two evaluation tools to supplement its quantitative conference tracking system, one to provide a qualitative analysis of CSCs and one, a Parent Evaluation Survey, to gather participant feedback. ACS implemented the tools by late January 2000.

Child Support Collections. During the first four months of Fiscal 2000 the ACS Office of Child Support Enforcement (OCSE) collected approximately \$133 million in child support payments for City families, compared to \$119 million during the same period of the previous fiscal year.

During the first four months of Fiscal 2000 OCSE embarked on the final phase of a two-year pilot employment program contracted with a not-for-profit organization. The pilot reflects changes in State law that permit Family Courts to require a parent who is delinquent in making child support payments on behalf of a family on public assistance (PA) to participate in work programs. From the program's initiation in September 1998 through October 1999 a total of 292 parents were referred by the court, of which 163 were placed in supported work. The remaining respondents either found work on their own, were dropped from the pilot for medical or other reasons, or failed to cooperate with their referral to the program. As planned, OCSE has re-referred cases back to court where respondents willfully failed to cooperate with program referrals or ceased cooperating after being placed in supported work.

Child Fatalities. In December 1999 ACS released the 1998 Accountability Review Panel Report reviewing 36 child fatalities (35 cases) that occurred in 1998. As of December 15, 1999 the number of fatalities dropped to 23, the lowest number since 1980 when the current recording-keeping system was introduced. Issued by the Accountability Review Panel, an independent oversight group, the Report covers only those fatalities reported to the State Central Register Child Abuse and Maltreatment Hotline and only those fatalities that occurred in 1998. The Report does not review every child fatality in the City, but does review those cases where a member of the household is "known" to the child welfare system. The expected release date for the 1999 report is Spring 2000.

In 1998, ACS investigated 55,871 reports of abuse and neglect involving 85,562 children. For this period, the number of child deaths reviewed by the Panel constitutes about .008 percent of all children currently under 18 known to ACS.

SERVICES FOR CHILDREN AND YOUTH

PUBLIC SAFETY PROGRAMS

Legislation. In February 2000 Mayor Giuliani signed a bill into law that increases penalties for selling tobacco to minors and strengthens the City's enforcement capabilities against merchants who violate the law. Under this legislation, merchants who sell tobacco products to minors are liable for a civil penalty of up to \$1,000 for the first violation and up to \$2,000 for the second violation. This is an increase of up to \$700 and \$1500 respectively. In addition, merchants are now subject to revocation of their license to sell tobacco upon receipt of a second violation. By imposing heavier fines and penalties, this legislation hopes to deter profit-based incentive and, most importantly, better protect City children from the dangers of tobacco.

In October 1999 Mayor Giuliani signed a bill into law that amended the Administrative Code of the City of New York in relation to toy and imitation firearms. By making the law's requirements regarding the sale and possession of imitation firearms stronger and clearer, this bill has the potential to save lives.

In 1995, Local Law 80 made it a criminal misdemeanor to sell box cutters to children under 18. In 1998, the Mayor signed Local Law 22, which raised the legal age to purchase box cutters from 18 to 21 and expanded the ban on box cutter possession from on school premises to banning possession in any public place. A Summer 1999 enforcement initiative by DCA found 86 percent of merchants complying with the law that prohibits the sale of box cutters to anyone under 21 years old. The compliance rate was the highest ever, showing a 9 percent increase in compliance from February 1999 and a 45 percent increase in compliance since 1997.

Project Confirm. The Department of Juvenile Justice (DJJ) initiated Project Confirm in conjunction with the Administration for Children's Services (ACS), the Department of Probation, the Police Department and a private sector institute. Project Confirm was expanded from a pilot project in Brooklyn to all five boroughs in June 1999. One of the goals of Project Confirm is to alleviate unnecessary lengths of stay for foster-care youth with low-level, juvenile delinquent charges that are not released due to the absence of a guardian at detention or in court. DJJ contacts Project Confirm so that the guardianship status of police admits can be verified and program staff can arrange for ACS representation in court. However, ACS representation does not guarantee a release as each court decision is made by a judge on a case-by-case basis. Pilot data from Project Confirm's first year of operation indicates that DJJ reported 96 percent of all police admits to Project Confirm. Approximately 16 percent of these were identified as foster care youth. Of the cases with known outcomes, Project Confirm recorded a 49 percent release rate from court when a ACS representative was present, compared to a 28 percent release rate when there was no representative present.

Police Department. In December 1998 the Board of Education's Division of School Safety was merged into NYPD through the interagency transfer of over 3,400 employees. The Department is now responsible for selecting, hiring, training, supervising and disciplining the School Safety Agents (SSA) assigned to public schools citywide. Since the merger, all SSA's that were subject to interagency transfers have received training in the Schools Chancellor's regulations and strategies concerning Courtesy, Professionalism, Respect (CPR); youth gangs; truancy; domestic violence; teen violence; off-duty conduct and other relevant NYPD procedures.

During the reporting period NYPD's Community Organization Youth Diversion Program diverted 1,339 young offenders to youth programs. The program offers juveniles an alternative to arrest for misdemeanor offenses by diverting them to designated social service agencies that offer counseling and post-program monitoring. In addition, NYPD officers returned 22,046 truants to school in the first four months of Fiscal 2000, an 11 percent increase from 19,936 truants in the same period of Fiscal 1999.

SERVICES FOR CHILDREN AND YOUTH

As part of the Mayor's Initiative to remove drugs from City neighborhoods and schools, NYPD is continuing its collaborative efforts with the New York City Housing Authority and the Mayor's Office on the After School Program for Interactive Recreation and Education (ASPIRE) for children living in or near City housing developments. In Fall 1999 there were 705 children aged 9 through 12 and 408 teens aged 13 through 19 enrolled in ASPIRE. In Fiscal 2000 ASPIRE will expand to 90 locations. NYPD's 17-week Drug Abuse Resistance Education (DARE) program covers topics such as stranger danger, gun safety, and resisting drugs and violence. During Fall 1999, 91 DARE-certified police officers visited 216 schools and instructed 26,291 children.

Department of Probation. During the first four months of Fiscal 2000 the Department of Probation's (DOP) Alternative to Detention program, operational in Brooklyn, Queens, Manhattan and the Bronx, served 241 youth, compared with 232 youth during the same period of Fiscal 1999. The Expanded Alternative to Detention (EATD) program, a 12-hour-a-day reporting center for pre-screened youth, served 86 youth during the reporting period, compared with 138 youth during the same period of Fiscal 1999. The DOP enrolled 55 new EATD participants during the reporting period, down from 88 during the same period of the previous fiscal year. EATD attained an 86 percent retention rate during the reporting period, compared with 87 percent during the same period of Fiscal 1999.

The Juvenile Intensive Supervision Program, which offers a detention alternative for youth who would otherwise be placed with the State Office of Children and Family Services (OCFS), served 495 juveniles during the first four months of Fiscal 2000, compared to 498 juveniles during the same period of Fiscal 1999. A total of 97 new participants enrolled during the reporting period compared with 106 new participants during the same period of Fiscal 1999.

In May 1999 the DOP introduced the Juvenile Substance Abuse and Violence Deterrence (J-SAVD) program. J-SAVD is a family court intake diversion program that targets both youth who are classified as juvenile delinquents and certain Persons in Need of Supervision cases (PINS). J-SAVD staff offer risk and need assessment; provide treatment, monitoring, and mental health services for youth and their families; maintain close contacts with the Board of Education and the Administration for Children's Services; and supervise the academic status of program participants to ensure attendance and productivity. The program has received 91 cases during the reporting period; out of those 91, only seven have been remanded to the Court.

Department of Juvenile Justice. During the first four months of Fiscal 2000 the Department of Juvenile Justice (DJJ) continued its efforts to incorporate performance-based standards into its contracts with community-based organizations. The agency included liquidated damage provisions in existing contracts with organizations that provide Community-Based Intervention (CBI) and medical services to ensure that appropriate levels of care are administered. By January 2001 all contracts with organizations operating Non-Secure Detention homes will contain performance standards, including fines for failing to meet minimum criteria. Standards include fines for failing to meet minimum performance criteria, such as getting juveniles to school and court on time; meeting report deadlines; responding to pages; and being accountable for absconders.

In August 1999 the Department combined its two CBI programs known as Aftercare and Reduce Children's Violence. DJJ now has more consistent and comprehensive preventative services and a stronger management structure to provide youth and their families with support services and positive activities. The merged program will serve the target populations by employing a strength-based, family driven case management approach to divert young people from entering or returning to the juvenile justice system. Youth receive individualized needs assessments and service plans, including short-term counseling, referrals to community-based organizations and continual monitoring. During the first four months of Fiscal 2000, 570 juveniles were served.

SERVICES FOR CHILDREN AND YOUTH

COMMUNITY SERVICES

New York City Housing Authority. The New York City Housing Authority (NYCHA) Partners in Reading Program expanded to 110 sites during the first four months of Fiscal 2000, currently serving 5,310 children. NYCHA expects to expand the program to 115 sites serving 5,500 children in Fiscal 2000.

The Alternative High School program, a collaborative effort between NYCHA and the Board of Education, is operating at 26 sites. A total of 571 students are enrolled in the program, which allows high school dropouts to complete their high school education by pursuing a regular high school diploma or a General Equivalency Diploma (GED) in an alternative setting. One Alternative High School site was closed since Fiscal 1999 due to lack of adequate participation. Enrollment in the program is expected to increase as the school year progresses.

Ninety-six children from Chelsea-Elliott and 79 children from Ravenswood Houses currently participate in NYCHA's I Have a Dream (IHAD) program. A collaboration between the IHAD Foundation, NYCHA, local not-for-profit organizations and private funders, the program provides educational, social and cultural enrichment opportunities. In Fiscal 1998 the Melrose Houses development in the Bronx became the third IHAD program site. The program has expanded to serve 50 students in grades 3 and 4.

During the first four months of Fiscal 2000 approximately 20,394 participants were involved in NYCHA athletic programs, such as the Harlem Reviving Baseball in Inner Cities program, the Soccer in the Streets program, the NYCHA track and field program, and the New York Inner City Games. In comparison, 13,000 individuals participated during the same period of Fiscal 1999.

During the reporting period, 7,900 individuals participated in NYCHA's youth chorus, performing and visual arts programs, and talent shows for residents, all of which foster creative expression and showcase participant talent. In comparison, 7,650 individuals participated during the first four months of Fiscal 1999.

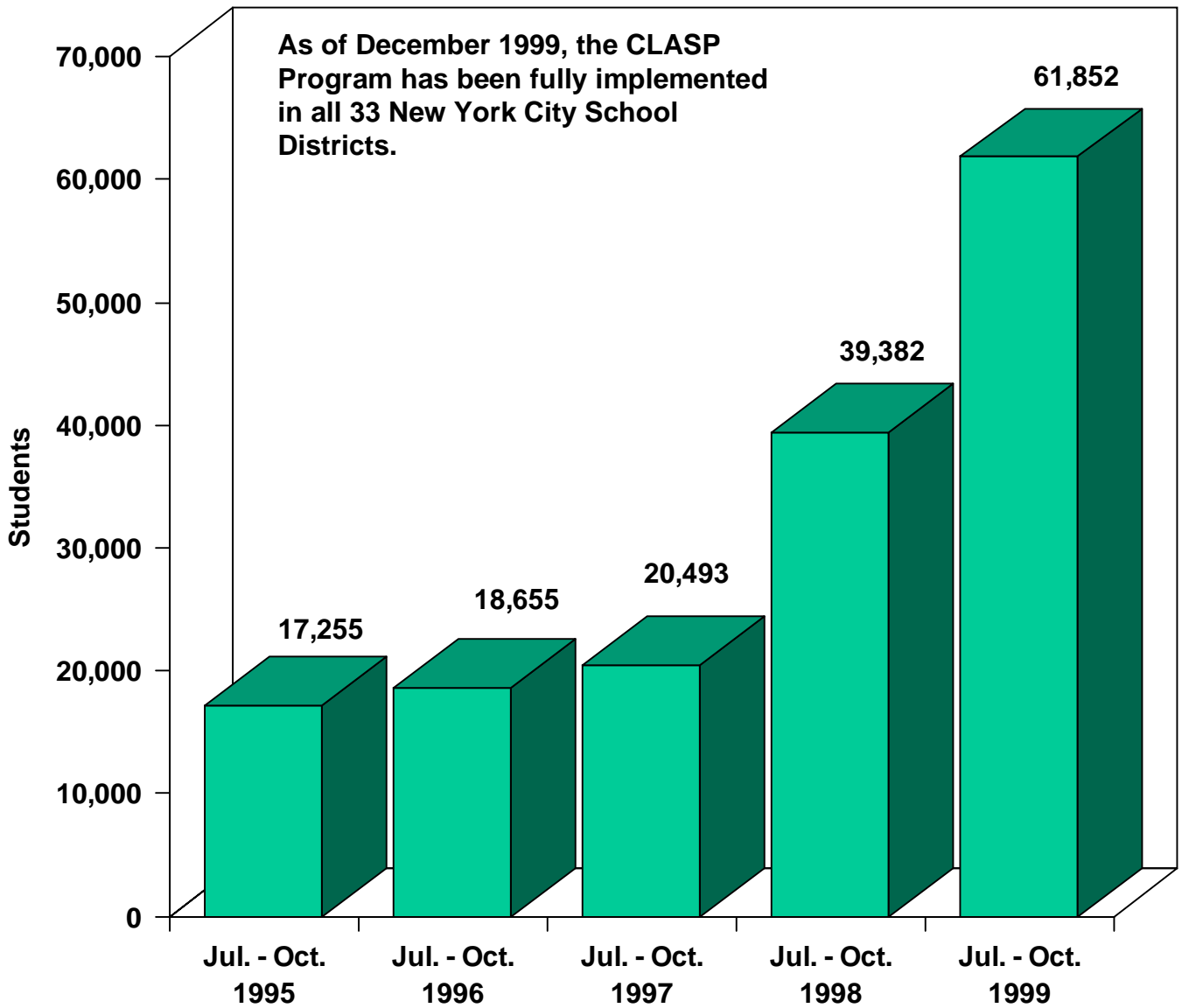
Department of Parks and Recreation. During the reporting period the Department of Parks and Recreation's (DPR) free clinics for swimming, tennis, golf, in-line skating, baseball and soccer were attended by more than 12,000 youth. A total of 8,000 youth participated in DPR's Learn to Play Tennis program at 40 sites; 1,000 youth participated in the Department's free in-line skating clinics at 25 sites, 700 youth participated in DPR's free drop-in baseball clinics at five sites citywide and 1,004 youth participated in the Department's Learn-to-Play-Soccer program, which was offered citywide.

DPR continues to manage after-school programs at 27 recreation centers citywide. During the reporting period DPR began an enhanced arts program at four centers. Participants in the arts program develop drama, literacy and visual arts skills.

During the reporting period programs for teenagers at Computer Resource Centers were expanded to include classes on job training, word processing and computer-based art. Programs for elementary school children with an emphasis on homework help and computer-based literacy projects have also been expanded. New offerings for adults and senior citizens include classes in computer skills for the business world and resume-writing workshops. Six new computer centers are scheduled to open during the remainder of Fiscal 2000, located in Brooklyn, the Bronx, and Manhattan.

Public Libraries

Connecting Libraries and Students Project (CLASP) Students Reached July - October 1995 - 1999



SERVICES FOR CHILDREN AND YOUTH

Public Libraries. Organized in collaboration with the Board of Education, Connecting Libraries and Schools Project (CLASP) is designed to encourage children in kindergarten through grade 8 to read more and to make full use of their neighborhood libraries. The project provides children with field trips to local branch libraries, literacy programs, workshops on new library technology and library card registrations. In Fiscal 2000 the CLASP program will be expanded to reach all 33 school districts. During the first four months of Fiscal 2000 there were 2,982 CLASP programs conducted at 746 schools in 32 school districts for 61,852 students. In addition, 11,912 teachers, administrators and parents participated in CLASP-sponsored workshops, parenting programs or family literacy events.

CHILD HEALTH

Lead Poisoning. In Fiscal 2000, through its "Child Health Initiative," the Department of Health (DOH) will improve lead screening rates through intensive health care provider outreach, assessment and education in neighborhoods identified as having high risk conditions for lead, asthma, and preventable diseases and injury. In Summer 2000 the Department expects to begin a citywide media campaign about lead poisoning. In the first four months of Fiscal 2000, 428 new lead poisoning cases were reported to DOH compared with 514 cases during the same period in Fiscal 1999, a decline of 17 percent.

Asthma. The City continues Mayor Giuliani's Childhood Asthma Initiative, a major effort to reduce childhood sickness and death from asthma. Information and advice concerning asthma can be obtained by calling the toll-free Asthma Action Line (1-877-ASTHMA-0).

The Second Annual Hunts Point "Kids with Asthma Can Do Anything" event was held in October 1999. The event was attended by 400 children and their families and over 30 social service and medical providers. Children participated in educational events and attended a variety of sports and carnival activities.

In Fiscal 2000 the Department of Health (DOH) was allocated \$1.8 million to fund the Critical Event Response System, which is a two-year pilot program in East Harlem. A Critical Event includes observations of poorly controlled asthma that may occur in a classroom, in a school nurse's office, at home, at a physician's office or in an emergency room. The system consists of two components: providing case management services by community healthcare workers, and developing a computerized tracking system that provides linkages among health care providers, school nurses and families to address the needs of children who have uncontrolled asthma. The implementation team, consisting of DOH staff and representatives from the project's vendors, began meeting regularly in East Harlem in November 1999. Protocols for case management referrals, notification and follow-up were finalized in January 2000. The program is expected to be fully operational in March 2000 and will serve approximately 600 families.

In keeping with the Mayor's priority of reducing childhood asthma, in the first four months of Fiscal 2000 DOH awarded several outcome-based contracts to community-based organizations. These organizations provide asthma education and case management in selected high-risk neighborhoods, including East Harlem in Manhattan, Bedford-Stuyvesant in Brooklyn, Jamaica in Queens, South Bronx, and North Shore in Staten Island. All contracts are being negotiated and each will award \$300,000 annually over a two-year period. The programs are expected to begin by Spring 2000.

To enhance public awareness of childhood asthma in the City, DOH has continued its media campaign activities in Fiscal 2000 in both English and Spanish. In September 1999 a new asthma poster campaign entitled "Watch the Signals for Asthma" was launched in the subway system, and ran through December 1999. In addition, the posters from the previous advertisement on the subway system "I Have Asthma, But Asthma Doesn't Have Me" were reproduced as print ads in several community newspapers in September 1999. DOH also aired a 60-second commercial about the Asthma Initiative on five area radio stations during October 1999.

SERVICES FOR CHILDREN AND YOUTH

In Fiscal 2000 DOH is planning a series of Nursing Management of Childhood Asthma Conferences in each borough. These conferences are based on a model conference held in May 1999 in Manhattan. In November 1999 a conference was held in Queens and attracted over 200 participants representing over 65 organizations. Similar conferences are planned for Staten Island, Brooklyn and the Bronx in Spring 2000.

In November 1999 DOH published "Asthma Facts," a compilation of asthma data in New York City for research and education purposes. The publication includes mortality data, hospital discharge data and population data. "Asthma Facts" has been distributed to clinicians, researchers and community organizations, and is available free of charge to the general public through DOH's Asthma Action Line. Updates of this book are scheduled to be published by the DOH every two years.

Since March 1999, 43 teams of doctors and nurses attended two-day asthma treatment workshops that prepare participants to provide similar training to other health care practitioners who manage patients with asthma. Subsequently, staff at all the Corporation's 11 acute care hospitals and four of six Diagnostic Treatment Centers completed one cycle of asthma training. These facilities are expected to complete the second cycle by the end of Fiscal 2000. The remaining two Diagnostic and Treatment Centers will begin the first cycle of training in Spring 2000.

In Fiscal 1999 the North Brooklyn Health Network launched an intensive school-based program of asthma education and treatment with six schools. This comprehensive program offers asthma education to students and family members, as well as teachers and school staff. In October 1999 the Network collaborated with nine schools and completed educational sessions at five of the nine schools; the remaining four will be scheduled for educational sessions by March 2000. In addition, the Network plans to expand the program to include an additional school district by Spring 2000.

Immunization. As of the end of October 1999, 100 percent of all public and private hospitals and clinics continued to report to the Citywide Immunization Registry (CIR). Of these 228 sites, 126 reported electronically and 102 through paper reports. Ninety-four percent of private physician practices, representing 906 sites, were also reporting to CIR during the reporting period, with 104 reporting electronically and 802 through paper reports. At the end of October 1999, a total of 1,734,272 children with 9.2 million immunizations were recorded in the Registry.

Child Health Plus. DOH has been working in partnership with community groups on outreach and promotion activities for the Child Health Plus (CHP) program. The State Department of Health awarded \$5 million to 12 community-based organizations in the City in October 1999. DOH staff has been trained on the CHP program to facilitate the referral of clients to the program.

EMPLOYMENT FOR YOUTH

The Mayor's Youth Empowerment Services (YES) Commission coordinates the efforts of the government and private sectors to create summer job opportunities for youth. An integrated publicity campaign to enhance outreach efforts, the YES Commission was launched by Mayor Giuliani in April 1997. The YES Commission secured a total of 62,671 jobs for youth during Summer 1999, including 50,499 through the Department of Employment's (DOE) Summer Youth Employment and Job Opportunities for Youth Programs, 9,400 through private funding, and 2,772 through other public funding sources, including NYCHA.

Through the Summer Youth Employment Program (SYEP), DOE placed a total of 50,499 youth in summer jobs in 1999, far exceeding its plan of 40,500 youth. Federal Job Training Partnership Act funds provided jobs for 40,247 youth, while City funds provided an additional 10,252 youth with jobs. The 1999 SYEP operated under performance-based contracts. Under this system, payments were made to contractors based on achieving performance milestones, such as participant enrollment, attendance and retention levels, and perfect attendance. Over 90 percent of the providers met their enrollment milestones.

SERVICES FOR CHILDREN AND YOUTH

For Fiscal 2000 DOE contracted with 14 providers to offer internships and other employment opportunities to youth during the school year. Participants will receive work-based education and activities. To date, 1,544 participants have been enrolled in the Fiscal 2000 School Year program. The participants were recruited from 1999 SYEP participants. This allows the participants to receive continuing services throughout the year.

BEACONS

Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of educational, social, vocational and recreational activities. As planned, the Department of Youth and Community Development (DYCD) will open three additional Beacons by February 2000, with two more Beacons scheduled to open by the end of Fiscal 2000. This will bring the total number of Beacons to 81. These five new Beacons will be located in Queens, Manhattan and Brooklyn. As a result of 35 new Beacons opened in the latter part of Fiscal 1999, during the first four months of Fiscal 2000 Beacons served 87,036 youth and adults, compared to 50,332 during the same period in Fiscal 1999.

During the first four months of Fiscal 2000 DYCD continue to participate in a three-year Beacon evaluation that analyzes the impact of Beacon programs on youth, families, communities and schools; provides information and insights to improve the Beacons initiative as a whole as well as individual program sites; and aids efforts to implement Beacons in other cities. DYCD expects the final evaluation report to be released in December 2000.

PUBLIC EDUCATION

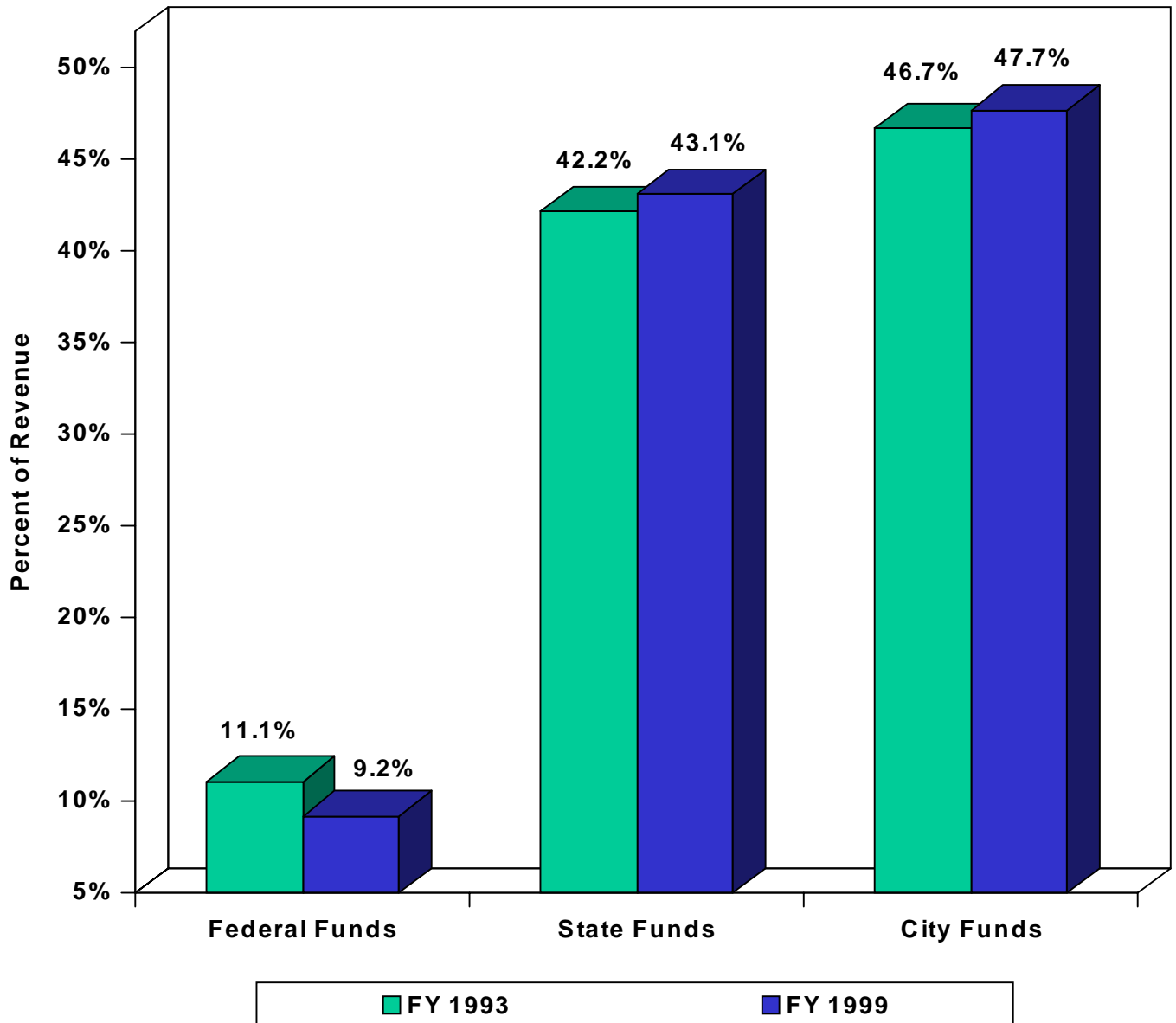
More than in any other single area, the Giuliani Administration is committed to achieving fundamental structural reforms in public education. While the school system continues to face serious challenges, the City has begun to implement aggressive and innovative measures to make quality education more available to public school students in New York City. These approaches include increasing resources for the system, especially in areas that reinforce basic skills and foster future achievement; reforming school governance to increase accountability; raising educational standards while providing students the opportunities to fulfill their potential; exploring ways of providing families with more educational alternatives; and returning the Special Education program to its original purpose of helping those who truly need it, as described in this Volume's section on mandated services.

Funding. Total fund expenditures through the Board of Education for Fiscal 1999 rose to \$10.43 billion, seven percent greater than the previous year, and are expected to reach \$11.21 billion in Fiscal 2000, the highest level in the City's history. Between Fiscal 1993 and Fiscal 1999 the portion of public education expenditures that are paid for by City funds increased from 46.7 percent to 47.7 percent; the State's share increased from 42.2 percent to 43.1 percent; and the federal government's contribution fell from 11.1 percent to 9.2 percent.

NYC 2000, New York City's official millennium committee, and two private companies will provide \$1 million in support of New York City Public Schools. The money will be divided equally between an initiative to rebuild libraries in City elementary and middle schools, and a college scholarship program for graduating seniors. The two companies have also joined together in creating a millennium scholarship program. For the next five years, the fund will award fifty \$2,000 scholarships to students who have demonstrated superior academic and community achievement. The program is open to graduating seniors throughout the city who attended high schools that have been identified by the Board as in need of significant improvement in student performance.

Board of Education

Revenue Sources: City, State, and Federal



SERVICES FOR CHILDREN AND YOUTH

Special Initiatives. Since September 1996 new educational initiatives have been introduced into the public schools to help students meet educational standards and attain appropriate grade-level proficiency in math and reading. As a continuation of this effort, during Fiscal 2000 the Board has introduced new regulations for a promotion policy for students in grades 3 through 12.

The City, with help in certain areas from foundations, the private sector and the State, has directed new funding toward targeted initiatives to enhance student learning ability and enrich the educational environment. Some of these are featured below.

- **Project Read.** As of Fall 1999, 104,084 students in grades 1 through 3 were enrolled in Project Read, including 26,559 students in the School Day programs and 46,956 in the Extended Day program. Services in these programs are targeted towards students' specific skill needs and many students enter and leave the program at different times during the school year. Consequently, Project Read comprehensive enrollment data for the 1999-2000 school year will not be available until the Fiscal 2000 Mayor's Management Report.

During the 1999-2000 school year School District Superintendents are being encouraged to expand Project Read to include grade 4 students for the first time in both the After School and the Intensive Reading School Day components of the program. This expansion of Project Read is designed to assist incoming grade 4 students who had not achieved reading at grade level at the end of grade 3. With the adoption of new promotion standards based partially on the results of the grade 4 New York State ELA, grade 4 students will benefit from the additional Project Read instructional time. In Spring 1999 the Board analyzed the performance on the citywide reading test of grade 3 students participating in Project Read. Results demonstrated students initially rated at very high and high risk made more than one year's growth during the year they participated in Project Read. Results showed greatest gains for students participating in the After School program, continuing a trend identified in the first year of Project Read. Grade 3 students in School Day programs demonstrated more than one year's growth.

The reading scores of participants in the Intensive Reading School Day Program, a component of Project Read, increased by 4.21 percentage points on the citywide reading test administered in Spring 1999. The reading progress achieved by students enrolled in the program was greater than one year's growth in reading achievement.

- **Project ARTS.** As of the 1999-2000 school year all New York City public schools, pre-kindergarten through grade 12, are receiving funds for Project ARTS (Art Restoration Throughout the Schools). Project ARTS, along with the Center for Arts Education, a not-for-profit organization that administers the Annenberg Challenge grant to help restore arts education in New York City public schools, provides funds to schools to help re-integrate the arts into the school curriculum. Both City and private funding are used for direct instructional services to students in art, music, dance and/or theater; professional development programs for staff; and purchasing of equipment, resource materials, supplies, and arts and cultural services. At the beginning of the 1999-2000 school year 236 additional art, music, dance and drama teachers were hired, bringing the total of teachers hired through Project ARTS since September 1997 to 1,186.
- **Project Smart Schools.** Project Smart Schools continues to support the Mayor's Technology Initiative in the middle schools. During the 1999-2000 school year, Project Smart Schools will focus on use of computers in the classroom by providing the school system with web based resources, such as on-line curriculum, tutorials and instructional resources guides, and professional development sessions that will provide support to teachers as they use computers to teach lesson plans. Since Project Smart Schools began, 29,672 computers have been installed in 7,636 middle school classrooms and libraries.

SERVICES FOR CHILDREN AND YOUTH

- **Project Connect.** Project Connect is a multi-year initiative to provide schools with the capability to access the Internet through a wide area network linking classrooms, libraries and administration areas in all schools to each other, the Internet and the MetroTech Data Center. In Fiscal 2000, through the Division of Instructional and Information Technology (DIIT), the Board will continue to provide additional infrastructure, which will build upon the connectivity provided in Fiscal 1999. This will include the communication circuits and equipment required to establish connectivity in new schools not addressed in the previous year and additional cable infrastructure into more classrooms to help achieve the Board's long-range goal of Internet access into every public school classroom by June 2002. In Fiscal 1999 DIIT provided networks to 56 schools. In Fiscal 2000 it will provide networks to 166 schools, and 450 schools during Fiscal 2001.
- **Partners in Reading.** Partners In Reading, a collaborative program of the Mayor's Office, NYCHA and the Board, provides instructional support services for students who reside in NYCHA housing and attend grades 1 through 3. During the 1999-2000 school year, the Partners in Reading program is serving 5,310 students at 110 sites, compared to 5,055 students at 105 sites during the 1998-1999 school year. This interagency instructional program provided a summer program for 1,590 children located in 67 sites citywide during Summer 1999. NYCHA expects to expand the program to 115 sites serving 5,500 children in Fiscal 2000.
- **Social Promotion.** Since September 1996 new educational initiatives have been introduced into the public schools to help students meet educational standards and attain appropriate grade level proficiency in math and reading. As a continuation of this effort, in September 1999 Board members introduced a new promotion policy for students in grades 3 through 12. This policy specifies that movement from one grade to the next is based on the student's meeting a variety of criteria: the student's ability to demonstrate performance standard work as evidenced by teacher assessments, demonstration of proficiency on City and/or State assessments in reading and mathematics, and an attendance rate of 90 percent.

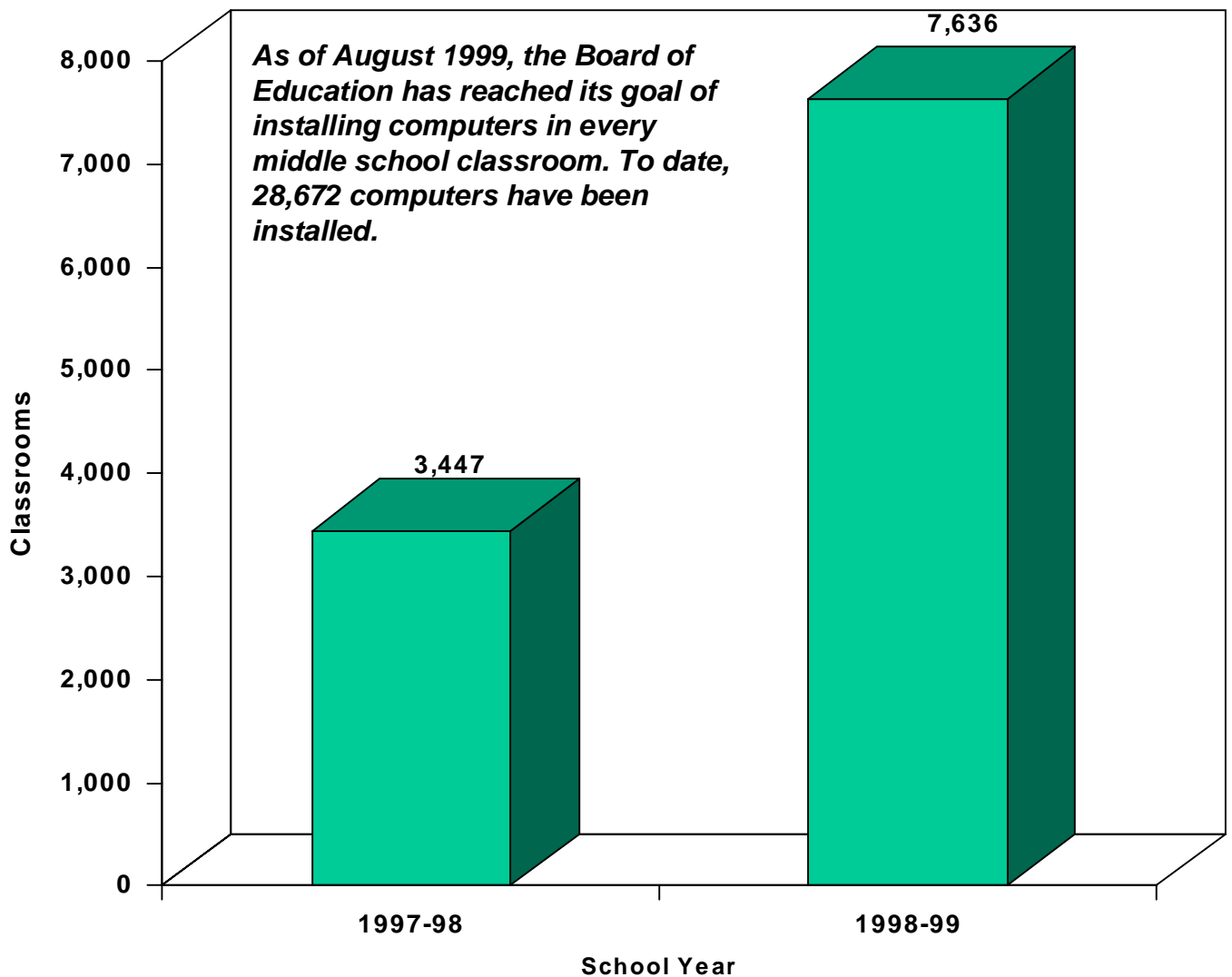
During Summer 1999 the Board developed the Chancellor's Early Warning System, which guarantees timely notification to parents about their child's risk of failing, as well as suggested strategies to help students succeed. This system was implemented at the start of the 1999-2000 school year.

In Fall 1999 the Board created the position of Superintendent for Promotion Policy, including a support system of representatives from each community school district and from high schools, solely dedicated to the implementation of the new promotion policy.

- **Summer School.** Since 1997, New York City has been expanding its summer school program in preparation for the end of social promotion in the year 2000. In June 1999 the Chancellor mandated that students in grades 3, 6 and 8 whose citywide reading and/or mathematics scores fell below current promotional criteria be required to attend summer school. In all, 26,676 students in grades 3, 6 and 8 were mandated to attend summer school based on test scores criteria. Of the 26,676 students mandated to attend summer school, 8,361 were promoted based on summer school tests: 32.4 percent of students in grade 3, 30.6 percent of students in grade 6, and 33.8 percent of students in grade 8. Of the remaining 18,315, 11,935 did not take summer school tests and 6,380 took summer schools tests but did not meet promotional criteria on these tests. Unless exceptions were granted due to testing errors, these students were held over in grade. The number of mandated students differs from the number originally reported. The present number corrects for the calibration error made by the test publishers that affected students' scores on the Spring 1999 citywide reading and mathematics tests, the tests used to mandate students to attend summer school.

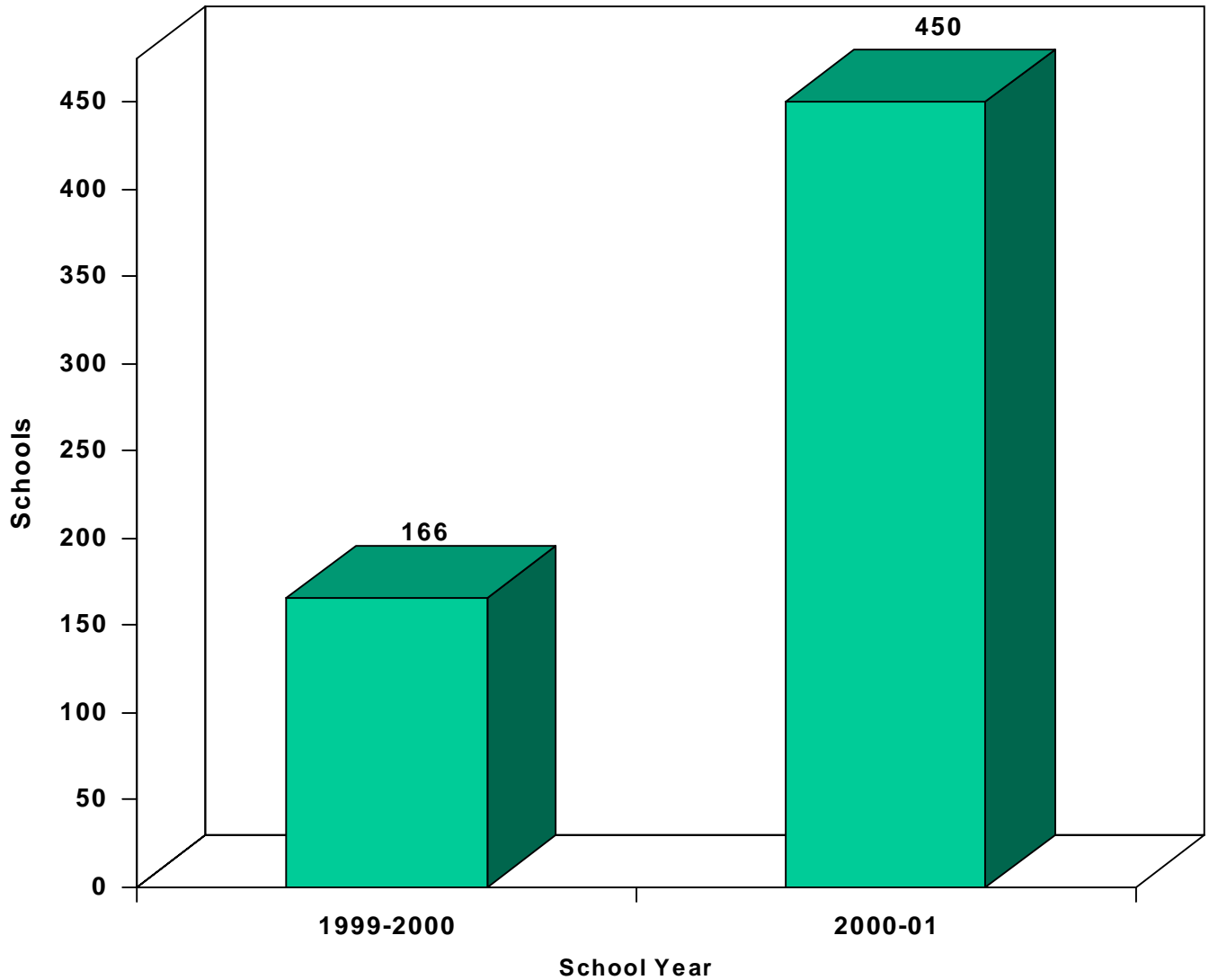
Board of Education

Project Smart Schools Computer - Equipped Classrooms in Middle Schools 1997 - 2000



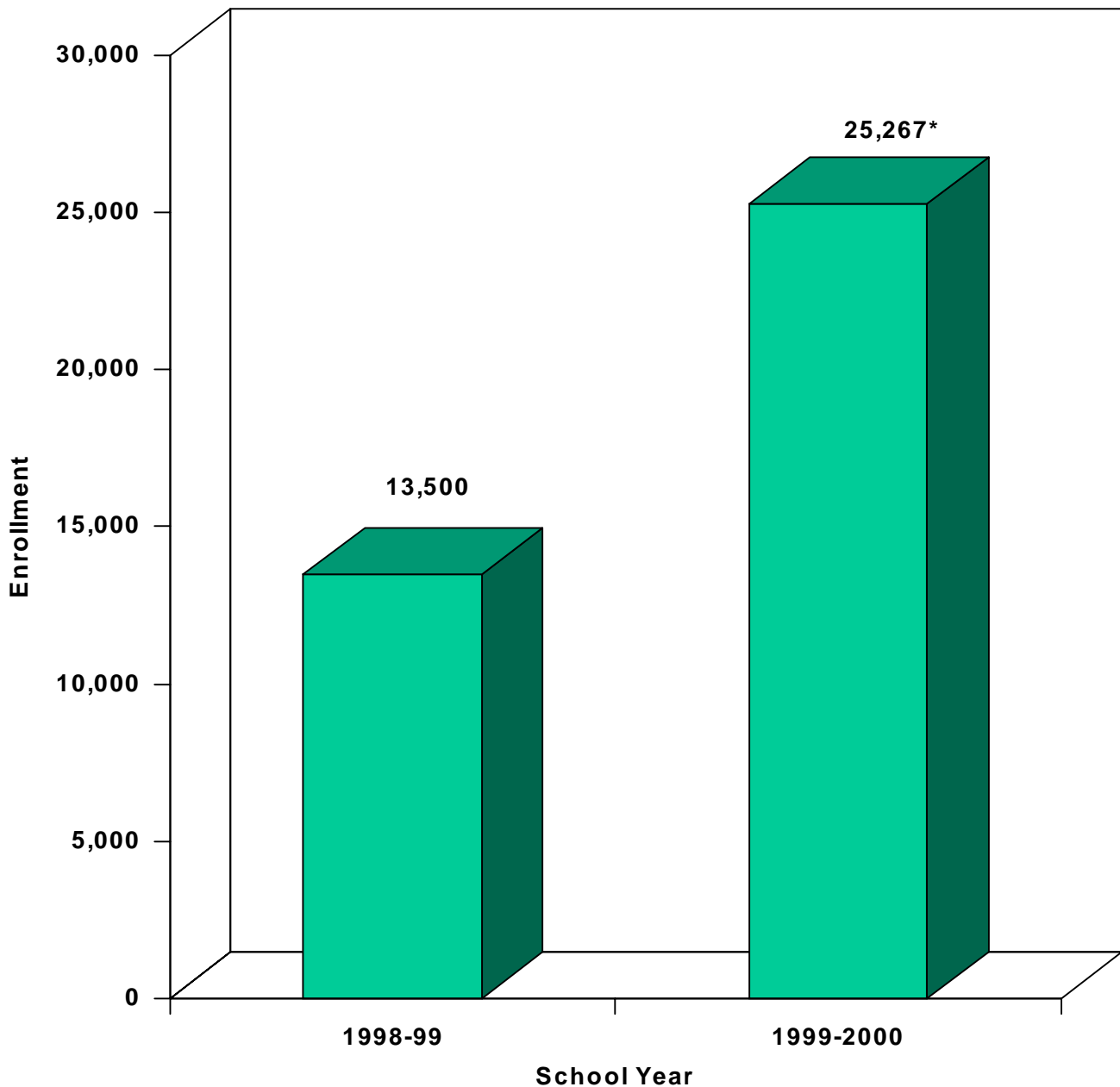
Board of Education

Project Connect Schools with Internet Connections 1999-2001



Board of Education

Universal Pre-Kindergarten Students Enrolled



*Figures for 1999-2000 are estimated based on October enrollment.

SERVICES FOR CHILDREN AND YOUTH

- **Universal Pre-Kindergarten.** The Universal Pre-Kindergarten program, created in November 1997, provides 4-year-old children with the opportunity to attend pre-kindergarten programs. In its first year of operation during the 1998-1999 school year the program enrolled 13,500 students; 60 percent of the students were enrolled in the public schools and 40 percent in community-based settings. This school year, based on the preliminary data, 25,267 children were enrolled in the program, 87 percent more than the previous year, with 60.5 percent in community-based settings and 39.5 percent in the public schools.
- **English as a Second Language.** During the 1999-2000 school year, the Office of Bilingual Education started to work on developing a three-tier assessment for English Language Learners (ELL) students. The English Language Assessment Battery test will continue to be used as entry criteria into mandated bilingual and English as a Second Language (ESL) programs. In addition, research and development will be conducted to get exit standards on assessing ELL students' development. Finally, new assessments will be identified and developed to measure ELL students' progress using performance-based standards.

Governance. Since 1989 the New York State education Department (NYSED) has annually identified schools that have failed to meet the State criteria in reading and/or mathematics as Schools Under Registration Review (SURR). Based upon an analysis of performance, quality of redesign plans and capacity of leadership, SURR schools have been divided into two new categories for intervention and supervision. Category 1 schools fall under the direct jurisdiction of the Chancellor's District and Category 2 schools fall under the joint management of the Chancellor and the local districts, the Chancellor-District Partnership. In June 1999 the Chancellor announced a restructuring of the Chancellor's District, adding 37 schools to 10 existing schools for a total of 47 schools. These schools have been identified as schools that have had limited, if any, success at raising performance through previous redesign. The Chancellor-District Partnership oversees SURR schools that have demonstrated improvements in student's performance due to the restructuring of their curriculum and other school systems. In the 1999-2000 school year, 43 schools were identified as Category 2 schools. In Fiscal 1999 the Board had a total of 97 SURR schools, the same as in Fiscal 1998. While 19 new schools were added to the SURR list in Fiscal 1999, an equal number of schools were removed; 13 schools were removed as a result of meeting their performance targets and 6 schools were removed as a result of closure.

In accordance with the 1996 New York State Governance Law, every school must have a school leadership team by October 1999. The teams, responsible for developing a Comprehensive Education Plan (CEP) and a school-based budget, will help improve schools by more closely involving parents and teachers in the decision-making process. In December 1999 the Board required each school to complete a one-page survey, which asked for basic information about each school leadership team, including size and composition, the process by which members were selected, and the progress that teams are making towards involving parents. As of January 2000, 631 surveys were received and analyzed. Approximately 98 percent of the surveys demonstrated compliance in the creation of leadership teams. Complete data from this initial survey will be available by February 2000. This is the first of two surveys the Board will administer during the 1999-2000 school year.

The second survey, which will be administered in Spring 2000, will focus on the team's involvement in educational planning and development of the schools' CEP. School Leadership Teams are mandated to develop CEPs for the 2000-2001 school year.

After five years of negotiation between the Mayor and the Council of Superintendents and Administrators in January 2000, the union ratified an agreement with the Mayor to eliminate tenure for school principals and make them year-round employees, instead of the traditional nine-month school year.

SERVICES FOR CHILDREN AND YOUTH

Educational Standards. In June 1999 the NYSED administered the new English Language Arts and math test to students in grade 8 and the new math test to students in grade 4. The English Language Arts (ELA) test required written essays in response to questions about complex passages of literature, poetry and nonfiction; the math test required students to explain in writing how they arrived at their answers. A total of 35.3 percent of students in grade 8 scored above 700 on the ELA test putting them in the proficient or advanced levels on State tests. In math, 49.6 percent of grade 4 student and 22.8 percent of grade 8 students achieved scores above 637 putting them at the proficient or advanced levels on State tests. The new proficiency levels are part of the Board's efforts to align standards with NYSED student assessment methods.

Educational Options. Charter schools are publicly financed institutions, supported by a mix of federal, State and local funding, which are freed by law from the constraints of local school district rules and local contracts, and may be operated by private sector firms or not-for-profit organizations.

State law also provides for the conversion of public schools into charter schools. In February 1999 the Board announced a three-part charter school initiative that includes establishing new Charter Schools; converting existing schools to Charter Schools; and creating two model districts where schools would have many of the characteristics of Charter Schools.

In Fall 1999 two public high schools, International High School and Middle College High School at La Guardia Community College, were converted to charter status, a privately managed school funded by the city. In Fall 2000 the Board expects a number of existing public schools to submit proposals for conversion to Charter School status, as well as a small number of proposals for start-ups of new charter schools. Additionally, the Board is working with a range of community-based and business organizations interested in creating new charter schools.

In January 2000 the SUNY Board of Trustees and the State Education Department's Board of Regents announced the approval of a total of six new City Charter Schools to be opened in Fall 2000. Most of the schools are located in the neediest districts in the City.

In Fiscal 2000 the Board opened three additional Youth Adult Borough Centers bringing the total to eight centers, surpassing their original plan of six centers. These centers provide young people, who have attended more than five years of high school without graduating, additional help to progress towards graduation by offering flexible instructional hours, smaller classes and targeted support services. Currently, there are 1,804 students enrolled in the centers; the Board expects to serve approximately 2,800 students by June 2000, compared to 1,536 who were served in Fiscal 1999. The Board plans to have 750 potential graduates in Fiscal 2000, compared to the 575 students who graduated in Fiscal 1999.

Special Education. In accordance with the recommendations of the Mayor's Task Force on Special Education, in Fiscal 2000 the Board will continue to provide district oversight and technical assistance to continue to reduce unnecessary referrals to special education and improve the timeliness of assessments and service outcomes. During the first four months of Fiscal 2000, 2,397 were decertified, an increase of 7.8 percent from 2,210 students for the same period during 1998-1999 school year.

As part of the overall recommendations from the Task Force Report on Special Education, in Fiscal 1999 the Board has also initiated a multi-year Least Restrictive Environment (LRE) professional development program designed to identify, develop and implement instructional models that serve students with disabilities in the LRE.

In Fall 1999 the Board implemented a systemwide promotion policy with clearly defined standards for promotion in each grade. Beginning in 1999-2000 students with disabilities will be held to the same standards as their non-disabled peers, unless the Individualized Education Plan Team determines that the student must meet a modified promotion criteria or will not participate in State and citywide assessments.

SERVICES FOR CHILDREN AND YOUTH

SCHOOL CONSTRUCTION AND REHABILITATION

The School Construction Authority (SCA), in conjunction with the Board created 19,598 new students seats during the period from October 1998 through September 1999, 23 percent more than during the previous 12-month period. Of these, SCA created 16,285 seats through the construction of new schools, modular buildings, additions and modernizations, and transportable projects throughout the five boroughs. SCA created 5,023 seats in Queens, 5,801 seats in the Bronx, 1,424 seats in Manhattan, 3,269 seats in Brooklyn, and 768 seats in Staten Island. All of these 16,285 new seats were completed by or before their scheduled delivery date. Together they plan to create approximately 13,000 seats between October 1999 and September 2000. The Board has already created 800 additional seats from October 1999 through January 2000.

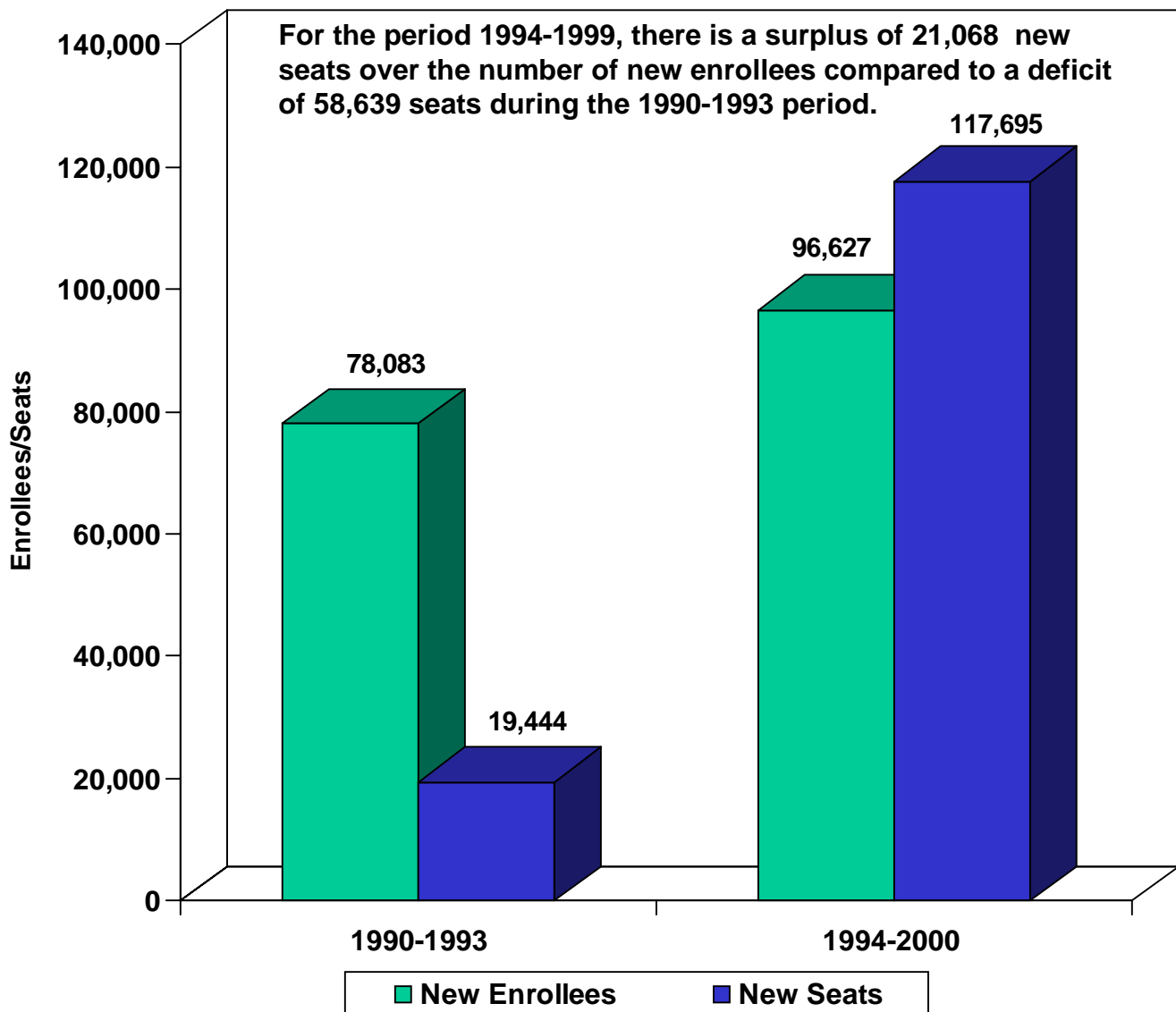
For Fiscal 2000 the Board was allocated an additional \$69 million in funding for the maintenance and repair of schools. These additional funds include \$33.3 million from the State Legislature as part of the District Maintenance Program (DMP) to perform a variety of minor repairs selected by school-based teams, \$25 million for emergency stabilization of schools to prevent exterior building deterioration and \$11 million in federal Community Development funds and in City funds for the correction and removal of building violations. Work requests are being submitted by schools and repairs are under way using these funds.

The new \$6.99 billion Five Year Capital Plan for Fiscal 2000-2004 was adopted by the Board in May 1999. These funds will enable the Board to address its goals of bringing school buildings up to a state of good repair, relieving existing overcrowding and developing a program of assessing assets, and determining their life-cycle and replacement schedule. In this five-year plan, \$1.6 billion will be dedicated to new capacity projects, which will create 32,953 seats citywide by Fiscal 2004; \$1.1 billion will be provided to complete capacity projects begun or programmed during the Fiscal 1995-1999 Capital Plan, which will yield an additional 25,190 seats during the plan period. An additional \$2.6 billion will be used for upgrading facilities by remedying critical deficiencies, including safety conditions, building exteriors, boiler conversions and serious interior building system deficiencies; and \$1.7 billion will be used for citywide facility issues such as lead and asbestos abatement, program accessibility and science lab upgrades.

SCA has reformed its construction contracting process, including offering incentives to contractors who complete work earlier than expected; evaluating bids in terms of project duration, as well as cost; increasing liquidated damages to \$8,000 per day against contractors for project delays; employing the "Design/Build" approach to projects; and incorporating school-approved phasing plans in contracts. During Fiscal 1999 70 percent of projects completed by the Authority were finished on time or ahead of schedule, compared with 56 percent the previous year. SCA has also implemented a stringent "Safety First" program; created a Scheduling Unit; strengthened the screening of contractor performance prior to selection; and instituted enhanced approaches to customer satisfaction and community relations, including periodic surveys of school principals regarding satisfaction with project work.

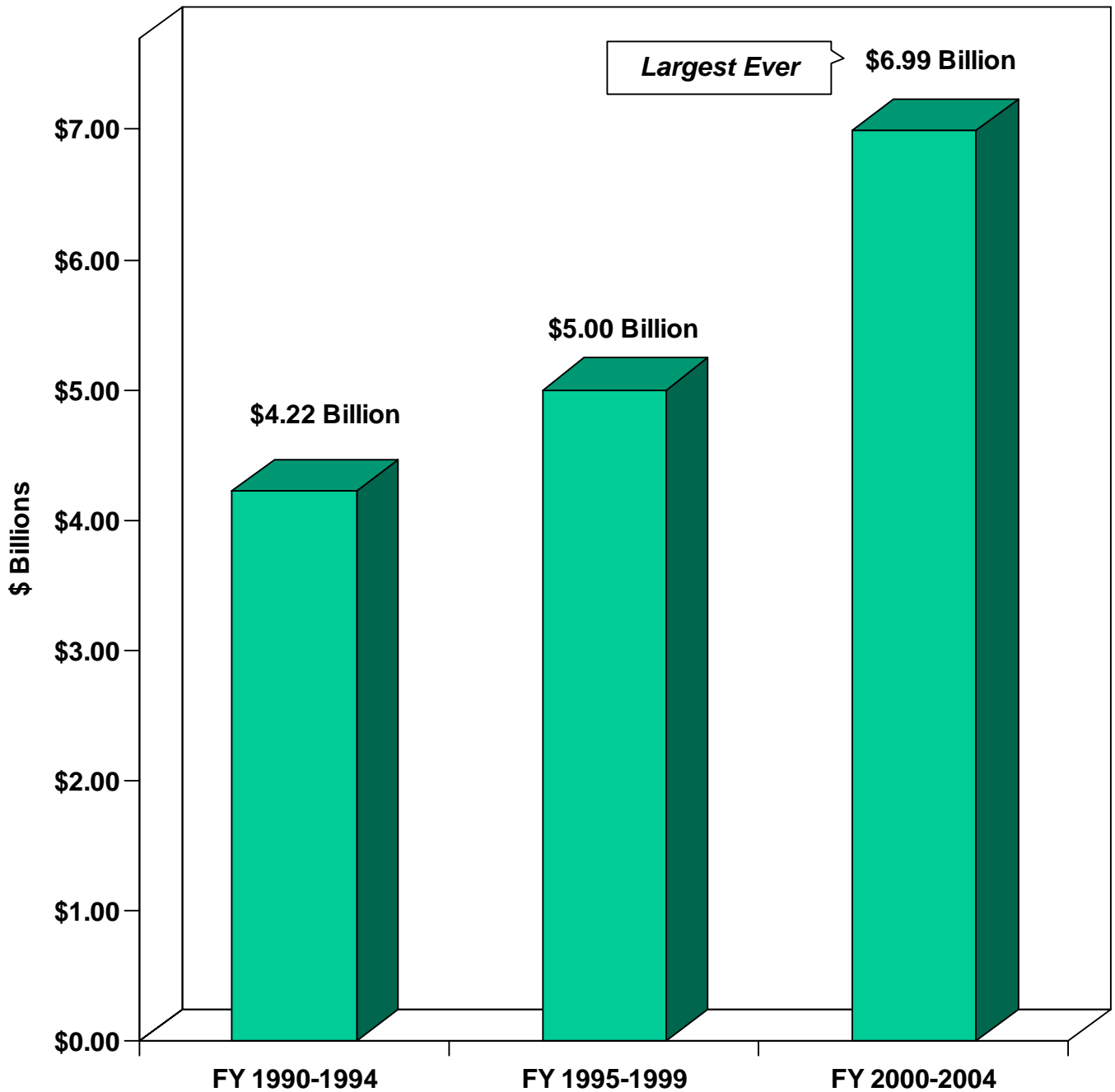
Board of Education/School Construction Authority

New Enrollees* and New Seats Fiscal 1990-2000



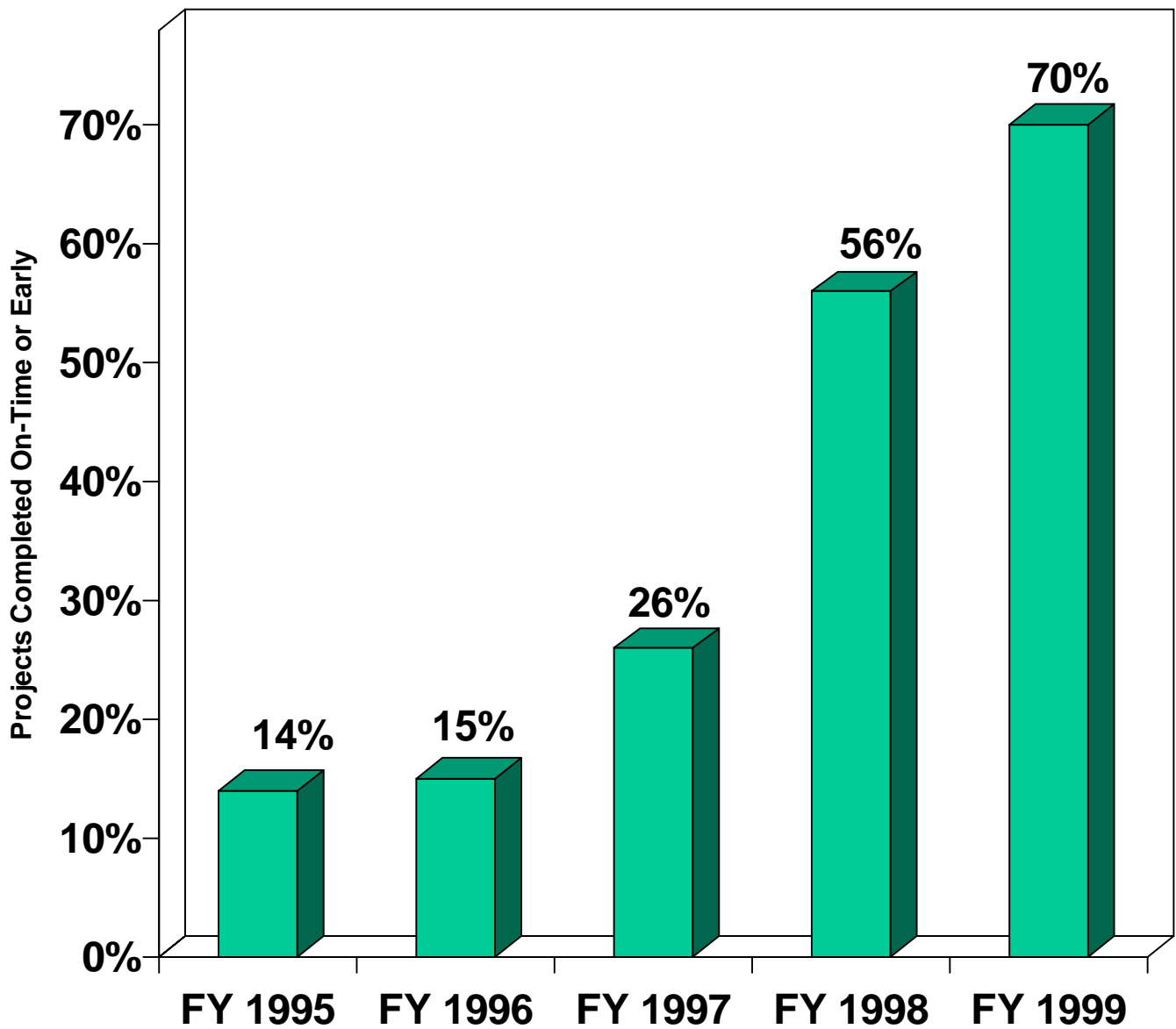
*Figure does not include approximately 5,400 children in universal Pre-Kindergarten in community-based settings for the 1998-99 school year and approximately 9,981 children in this program for the 1999-2000 school year.

Board of Education Capital Commitments Five Year Plan



School Construction Authority

Projects Completed On or Time or Early Fiscal 1995-1999



SERVICES FOR CHILDREN AND YOUTH

THE CITY UNIVERSITY OF NEW YORK

In Fiscal 1999 the City University of New York (CUNY) appeared for the first time in the Mayor's Management Report. The Fiscal 2000 Preliminary Mayor's Management Report marks the first time CUNY is presenting goals and objectives for the University system.

CUNY is the largest municipal university system in the nation and ranks third in the number of students among the nation's public university systems. In Fall 1999 enrollment was approximately 194,000 with approximately 133,000 students in the senior colleges, which include graduate schools and professional programs, and 61,000 students in the community colleges. During the 1998-1999 academic year CUNY conferred almost 29,000 degrees ranging from certificates to doctorates. CUNY plans to enroll 26,300 first-time freshmen in Fall 2000. In Fiscal 2000 CUNY received \$120.5 million in City funding, 9 percent of the University's total budget.

In May 1998 Mayor Giuliani appointed a seven-member Advisory Task Force on the City University of New York. The Task Force was charged with examining the uses of City funding by CUNY; evaluating the effects of both the open admission policy and remedial education on CUNY's ability to provide high-quality education; identifying the best arrangements under which other institutions may provide remedial services to ensure that prospective CUNY students can perform college-level work prior to their enrollment into the university system; and recommending the implementation of other reforms as necessary.

In June 1999 a seven-member Advisory Task Force on the City University of New York released a comprehensive report, "The City University of New York: An Institution Adrift." Undertaken with the help of educational consultants and an auditing firm, the report is based on a year-long review of the University's governance structure; remedial and other education programs; and budgeting, funding and financial management.

The Task Force recommended that CUNY:

- Implement clear objective standards for college admissions, remediation and graduation.
- Redesign the delivery of remediation, and offer students a variety of remedial options in addition to CUNY.
- Make it easier for students to obtain remedial assistance without depleting their college financial aid.
- Establish systematic academic and financial performance standards with incentives.
- Develop an integrated universitywide management information system and forge new partnerships with the Board of Education.

In January 1999 CUNY's Board of Trustees approved a plan to phase out remedial education in its baccalaureate programs. Under the new policy, which received the approval of the State Board of Regents in November 1999, students who cannot demonstrate that they are prepared to do college-level work will not be admitted to baccalaureate study. Students who cannot show readiness on the basis of Regents test scores or the SAT must take and pass placement tests in reading, writing and mathematics to be admitted. The policy is being phased-in at four senior colleges, Queens, Baruch, Hunter and Brooklyn in January 2000 and at the remaining seven colleges by September 2001. Search for Education Elevation and Knowledge (SEEK) students and English as a Second Language (ESL) students who have been educated abroad are exempt from this policy.

CUSTOMER SERVICE

City agencies are working hard to improve customer service and customer satisfaction. By asking City workers to adopt the customer's point of view, introducing aggressive and innovative outreach programs, eliminating unnecessary sources of customer irritation in the way agencies operate, and improving the conditions experienced by customers at their first point of contact with agencies, these initiatives benefit both citizens and the employees who deliver services.

The Administration has placed special emphasis on the role of new technologies in reshaping City services. Several service improvements involving new technology applications are described in this Volume's section on technology initiatives.

CUSTOMER SERVICE FUND

The Mayor's Office of Operations created the Customer Service Fund in Fiscal 1997. This fund enables agencies to implement customer service projects directly aimed at improving service delivery and customer satisfaction by providing the necessary financial resources. In Fiscal 2000 the Administration for Children Services' Office of Child Support Enforcement received funding for an electronic queuing system for its Manhattan Center. The system will help eliminate long lines, increase efficiency and provide detailed statistics on waiting times. In Fall 1999 the Department of Transportation received an award to purchase seating for the Bureau of Permit Management and Construction Control's waiting area. In November 1999 the Landmarks Preservation Commission received funding to purchase a flagpole and banner for its central office location that will make the building easier for visitors to identify. Also in November 1999, the Department of Records and Information Services (DORIS) was awarded funding for an automated telephone system that will answer frequently asked questions and/or direct callers to appropriate sources. The system will be installed at the Archives and Library Division's public reference units by the end of Fiscal 2000. DORIS also received funding for a microfilm reader/printer to handle the increased volume of vital record copy requests received by the agency.

Some of the customer service initiatives advanced citywide and by New York City agencies are outlined below.

CITYWIDE INITIATIVES

During the reporting period agencies submitted Customer Service Action Plans to the Mayor's Office of Operations to identify how they would continue to improve customer service delivery and quality for correspondence, telephone service and walk-in sites. Agencies identified existing or planned implementation of correspondence tracking systems. Beginning in February 2000, the agencies will report monthly to the Mayor's Office of Operations on the status of their postal and e-mail correspondence as well as their responses to online forms.

In a related effort, the Mayor's Office of Operations and the Department of Information Technology and Telecommunication have begun a project to identify a correspondence tracking system that will automate the routing of e-mail correspondence to agencies and allow for central monitoring. The new system will distribute e-mail received from constituents through NYC LINK™, the City's official web site, directly to the agencies. Oversight agencies will be able to centrally monitor agencies' compliance with customer service standards.

Beginning in February 2000, the Citywide Customer Service Standards will be included in orientation packages distributed to all new civilian City employees processed by the Department of Citywide Administrative Services.

CUSTOMER SERVICE

As part of the effort to ensure smooth access to City services, the Mayor's Office of Operations continues to work with City agencies and Bell Atlantic to update the City's telephone listings in the Blue Pages. A survey conducted by the Mayor's Office of Operations in 1996 determined that 1 out of every 4 City listings in the Blue Pages was incorrect. Since the inception of this initiative, the accuracy of the City's telephone listings has been raised to nearly 90 percent.

In Spring 1999 the Mayor's Office of Operations published a City HelpLines Card to provide constituents with an easy access and easy reference listing of key City service telephone numbers. The 3"x7.5" card contains an alphabetical listing of 40 frequently called services, from Adoption to Youth Counseling. During Spring 1999 the cards were distributed to all City agencies for dissemination in public areas.

PUBLIC SAFETY

Police Department. During the reporting period the New York City Police Department (NYPD) updated its 30-page color booklet entitled "Community Affairs in the New York City Police Department." The booklet is part of an ongoing initiative to enhance police and community relations by providing the public with comprehensive, well-designed and informative materials related to the Department, including information on civilian participation programs, crime prevention programs, youth programs and annual events.

In November 1999 the Department held a Precinct Community Council (PCC) symposium at the Borough of Manhattan Community College. At the symposium the new PCC rules and regulations, which went into effect January 2000, were given to all PCC presidents. PCCs, which are comprised of precinct residents and business owners, meet once a month with key precinct personnel to discuss crime prevention and local quality-of-life concerns.

The Crime Stopper Program, funded by the New York City Police Foundation since 1983, continues to be a highly effective means of gaining public cooperation in providing information about serious crimes. During Calendar 1999 the NYPD Detective Bureau's Crime Stopper unit received 15,925 calls at its 1-800-577-TIPS hotline; cleared 228 violent felony crime complaints, including 28 homicides; made 113 arrests; and authorized the payment of \$62,000 in rewards.

Civilian Complaint and Review Board. In the first four months of Fiscal 2000 the Civilian Complaint Review Board (CCRB) personnel made presentations at 30 community meetings, on topics such as the Board's mission, jurisdiction and process for filing complaints. During the second quarter of Fiscal 2000 Board staff sent requests to give CCRB presentations to 472 immigrant groups throughout the City. In Fiscal 2000 CCRB plans to send requests to make CCRB presentations for public and private social service agencies throughout the City.

From July through October 1999, CCRB continued to hold its monthly public meeting. Every other month, the meeting location rotates from CCRB's Manhattan office to a location in one of the other four boroughs. CCRB continued production of two public service announcements for broadcast on commercial television. The announcements are expected to air by the end of Fiscal 2000.

INFRASTRUCTURE AND COMMUNITY SERVICES

Department of Transportation. The Department of Transportation's (DOT) Call Center, CALLDOT, handles a daily average of 1,400 transportation-related calls, a 40 percent increase since the inception of CALLDOT three years ago. To further improve CALLDOT service, in conjunction with the Department of Information Technology and Telecommunications, DOT will implement an Automatic Call Distributor (ACD) by the end of February 2000. The ACD technology allows DOT to view real-time information about call volume and wait times as well as provide recorded messages to callers on hold. The Department will use this information to redeploy CALLDOT staff more effectively, assigning more personnel at peak periods and speeding up the handling of calls when necessary to clear the queue and provide the public with better service.

CUSTOMER SERVICE

The Department continues to coordinate with the Department of Health (DOH) and Bellevue Hospital in Manhattan on the issuance of Parking Permits for People with Disabilities (PPPDs). The PPPD allows permit holders to park at parking meters without paying, and to park at all curbsides except no stopping zones, no standing zones, bus stops and fire hydrants. The average wait for a permit has been reduced from six months to 5.3 weeks as of the end of December 1999. The backlog of applications was eliminated in September 1998.

Department of Environmental Protection. In the first four months of Fiscal 2000 the Department of Environmental Protection (DEP) hosted customer service events at two locations, servicing 38 water and sewer accounts. Since the water and sewer customer service initiative began, DEP has held events at 107 locations citywide, servicing 4,485 accounts. The Department has also continued to reduce the number of water and sewer bills that are estimated, from 42 percent in June 1996 to 17 percent as of June 1999. The incidence of hugely inflated bills resulting from estimation has been virtually eliminated.

In the first four months of Fiscal 2000 DEP's Water and Sewer Billing Call Center received an average of 30,954 calls each month, a 4 percent decline from the same period in Fiscal 1999. The average waiting time to speak with a customer service agent was reduced by 19.8 percent, to 2 minutes, 10 seconds in the first four months of Fiscal 2000, compared to 2 minutes, 43 seconds during the same period of Fiscal 1999.

In the first four months of Fiscal 2000 DEP Help Center customer service agents answered 93 percent of incoming calls, compared with 91 percent in the first four months of Fiscal 1999. A total of 75 percent of calls were answered within 20 seconds during the first four months of Fiscal 2000, compared with 69 percent during the same period of Fiscal 1999.

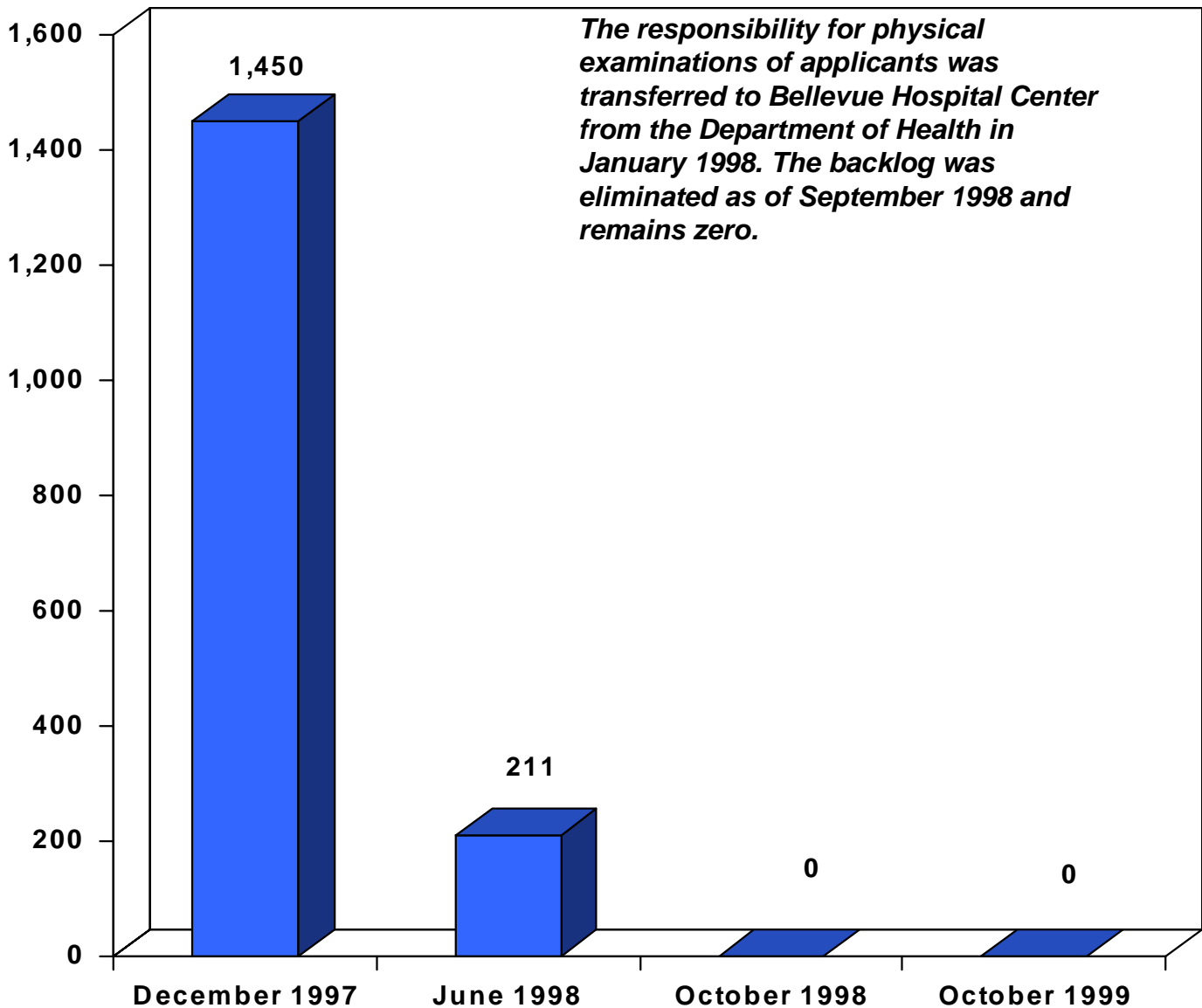
Beginning in September 1999 customers may pay their water and sewer bills at privately operated Neighborhood Payment Centers (NPCs) which, under contract with the Department of Finance (DOF), already accept parking violation and property tax payments. Previously, customers could either mail their check to a lockbox or stand in line to pay at DEP's five borough offices; in either case, they could not pay cash and had to use their cancelled check as their receipt. NPCs allow customers to pay bills for a \$.70 fee in the neighborhoods in which they live or work, and accept payment in the form of cash, check or money order, and customers are given a receipt immediately. The option to pay water and sewer bills is available at 50 NPCs. The number of locations will increase to approximately 250 during Calendar 2000.

DEP has implemented Automated Meter Reading (AMR), a voluntary program for commercial customers that receives water information via a phone line. The program is beneficial to both DEP and its users. For DEP, it reduces the number of inspectors the Department sends out to read meters; for commercial properties, the continuous meter readings allow property owners to determine if and how the company can reduce its water consumption, thereby reducing its bill.

Department of Housing Preservation and Development. In Fiscal 1999 the Department of Housing Preservation and Development (HPD) introduced "Breaking New Ground," a printed guide that provides information about the Department's programs and services. The guide, also available on line, is a comprehensive resource for tenants, landlords, neighborhood associations, contractors and others who are interested in HPD's programs and services. A second edition of "Breaking New Ground" is expected to be released in February 2000.

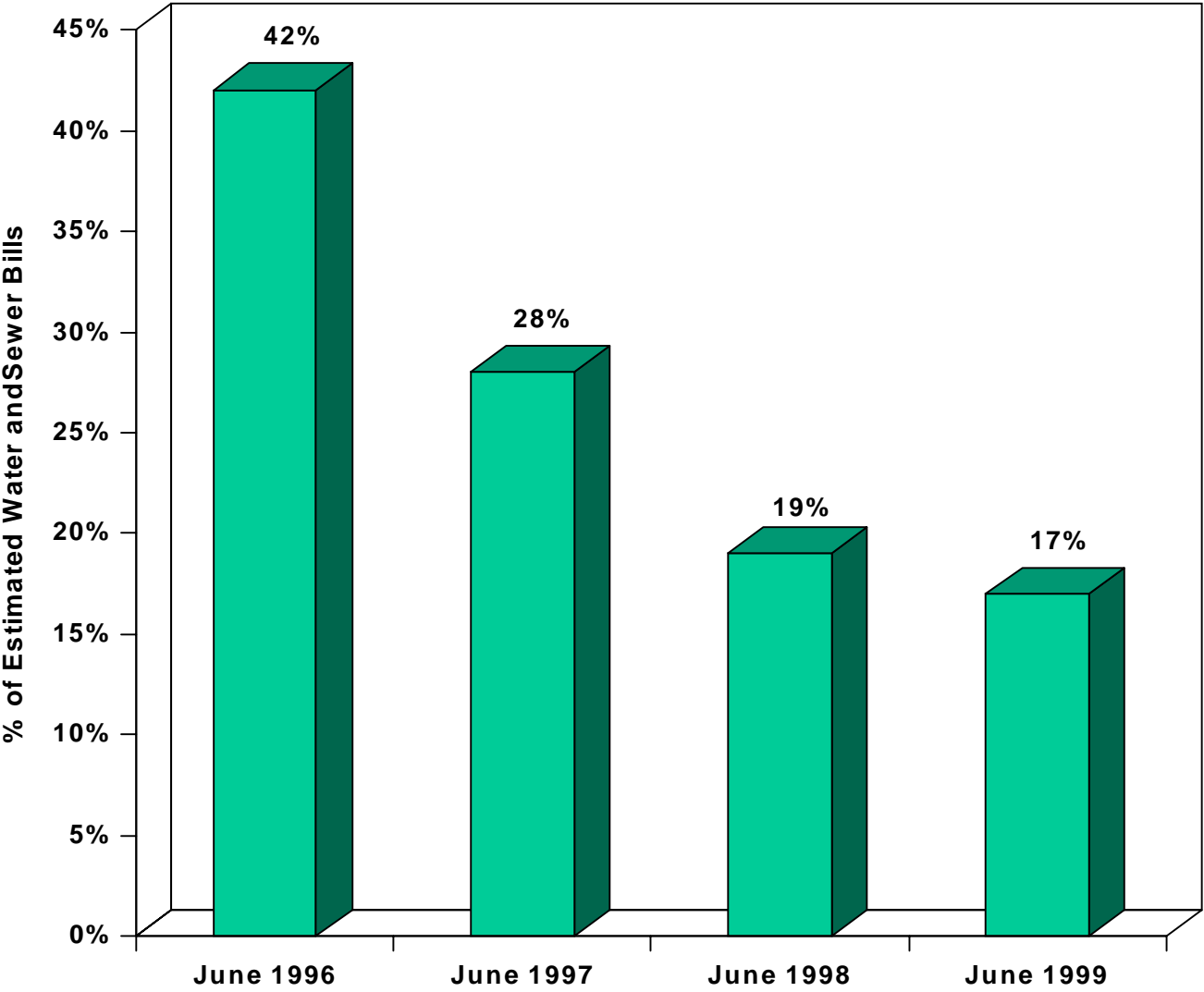
Department of Transportation

Parking Permits for People With Disabilities Backlog of Permit Applications



Department of Environmental Protection

Percent of Estimated Water and Sewer Bills 1996 - 1999



CUSTOMER SERVICE

In September 1998 HPD launched its redesigned home page, which contains more current and complete information about HPD's programs and services, on NYC LINK™, the City's official web site. Residents, owners, developers and other users can now access information tailored to their specific needs; the Frequently Asked Questions section provides quick answers to common inquiries. Homeowners, developers and contractors may also download guidebooks and on-line applications for tax abatements and exemptions, as well as on-line course applications for HPD's Housing Education Program. Due to HPD's efforts to promote its expanded home page offerings, 124,765 visits to the site were recorded, compared to 16,240 visits recorded during the same period last year.

New York City Housing Authority. The New York City Housing Authority (NYCHA) is decentralizing its Leased Housing operations to provide more accessible tenant services. The Manhattan site became operational in September 1999, Brooklyn in November 1999, and the Bronx and Staten Island in December 1999. The Queens site will be operational by May 2000.

During the first four months of Fiscal 2000 the public made approximately 16,869 inquiries at NYCHA kiosks, compared to 13,250 inquiries during the same period last year. The five kiosks, located in the borough application offices, provide information on the application process, apartment layouts in various developments, and other general information in both English and Spanish.

During the reporting period NYCHA established an Ombudsman Unit to serve as an intermediary for public housing residents and applicants for public and Section 8 housing. The Ombudsmen are responsible for addressing inquiries and investigating and resolving complaints and grievances made by residents, applicants and third party advocates.

Department of Design and Construction. The Department of Design and Construction's (DDC) Office of Community Outreach and Notification (OCON) keeps Community Boards, residents, merchants and local elected officials informed of infrastructure projects in their neighborhoods. In addition to producing brochures describing the scope and schedules of planned projects, OCON has 27 Community Coordinators who are part of the project team acting as liaisons between the community, contractors and DDC. During the reporting period OCON began publishing project-specific newsletters that supplement the brochures with periodic updates. Where appropriate, brochures and newsletters are being translated into languages such as Chinese and Spanish. In an effort to better reach the public, brochures have been made available on City bus information racks during the first four months of Fiscal 2000.

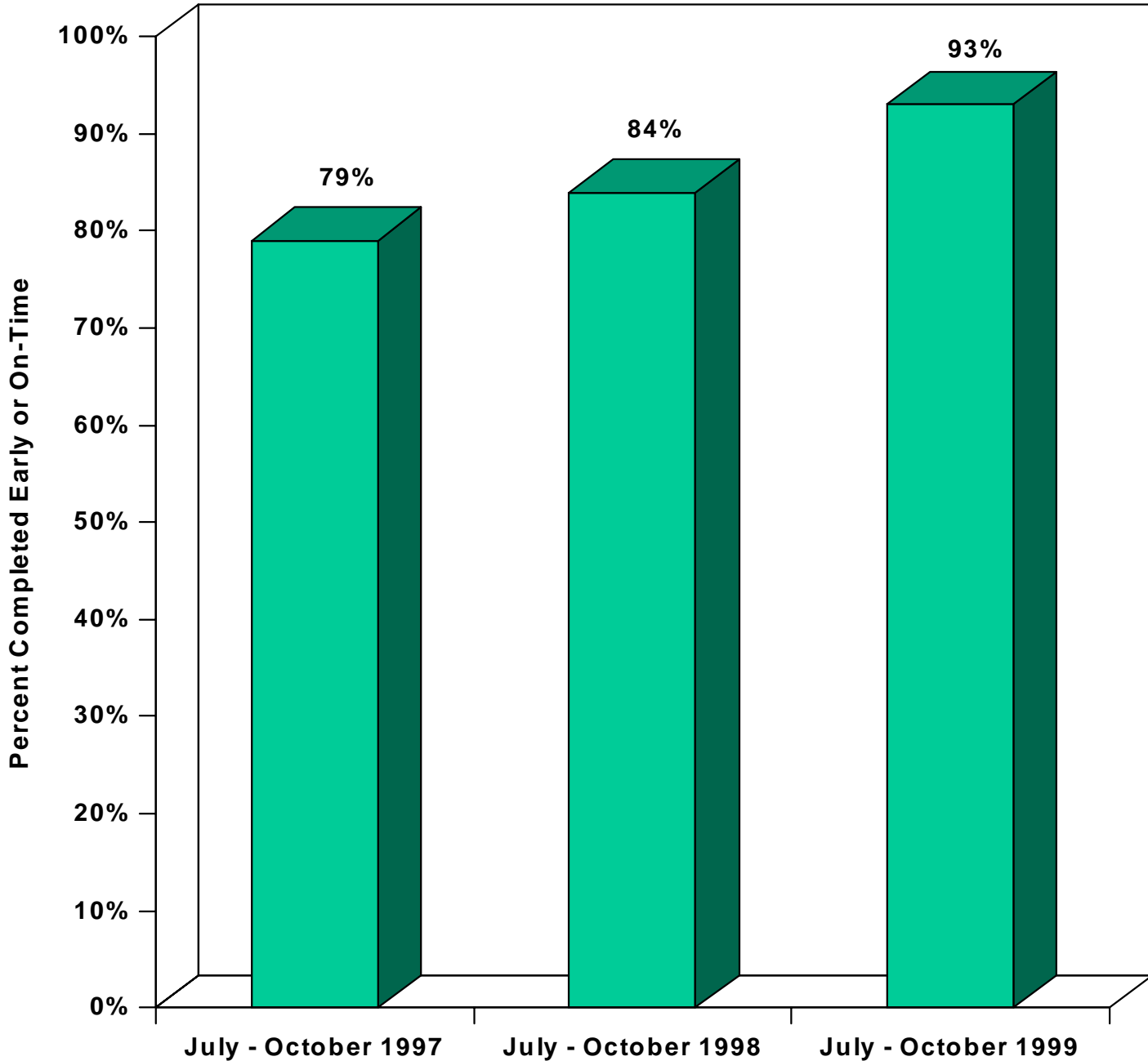
The Department has achieved steady increases in the timeliness of its project work. The early or on-time completion rate has risen from 79 percent during July-October 1997 to 93 percent for the same months of 1999.

In Fiscal 1999 the Department introduced an on-line Bidder's Application Form on the DDC web page of NYC LINK™, the City's official web site. This new form offers contractors a convenient, state-of-the-art means to request inclusion on the Department's bid list, thereby receiving notification of bid opportunities. Contractors and consultants submit the forms on line and receive an electronic reply from DDC confirming receipt. During the reporting period DDC received 111 on-line requests for forms.

Department of Sanitation. In October 1999 the Department of Sanitation (DOS) enhanced its home page on NYC LINK™, the City's official web site, to allow visitors to determine the collection schedule for their location by entering their address. The Department is currently working through the citywide technology steering committee to implement a system that allows visitors to its web pages on NYC LINK™ to schedule the evacuation and disposal of appliances containing CFCs and file complaints for service disruptions.

Department of Design and Construction

Percent of Total Projects Completed Early or On-Time July-October 1997-1999



CUSTOMER SERVICE

Landmarks Preservation Commission. In Spring 2000 the Landmarks Preservation Commission (LPC) plans to publish its next issue of "Landmarks Commission News," which reports on recent landmark designations and other LPC initiatives.

The Commission plans to publish a new brochure entitled, "Landmark Storefronts: A Guide for Owners and Tenants" in Fiscal 2000. The guide will help storeowners understand how the Commission regulates storefront alterations. The brochure was expected to be completed in Fall 1999 but was delayed due to funding issues.

HEALTH AND HUMAN SERVICES

Department of Health. During the first four months of Fiscal 2000 the Department of Health (DOH) developed a plan to implement a Call Center, which provides the general public, health care providers and clients with a single access point for all DOH services and programs. The Call Center, scheduled to commence by Summer 2000, will eliminate the need for separate DOH Help and Action lines and will consolidate many other telephone numbers that are currently maintained by the Department's individual programs.

Health care providers will be able to access DOH's "Provider Access Line" through the Call Center. The goal of this line is to increase provider awareness, improve the compliance of reporting and foster a closer relationship between the public health and health care provider communities.

During the first four months of Fiscal 2000 DOH developed the Patient Complaint/Patient Compliment form to track and monitor patient feedback at its walk-in clinics. The form was finalized in October 1999 and will be used in all DOH's clinics by February 2000.

Health and Hospitals Corporation. In Fiscal 1999 the Health and Hospitals Corporation (HHC) completed an extensive customer satisfaction survey, in which more than 16,000 face-to-face interviews were conducted in five languages – English, Spanish, Chinese, Russian and Creole – across eight medical departments throughout 20 facilities. Between Spring and Summer 1999 meetings took place within each network to share results specific to each facility. Overall, the initial results of this survey have been positive. For example, 100 percent of home care patients surveyed said they would use HHC's home care services again; 89 percent of outpatient clinic patients surveyed said they would return to HHC for care.

HHC continues to improve the timely provision of women's health services. The average waiting time for mammography screening appointments has fallen from 15 days to 3 days over the past five years.

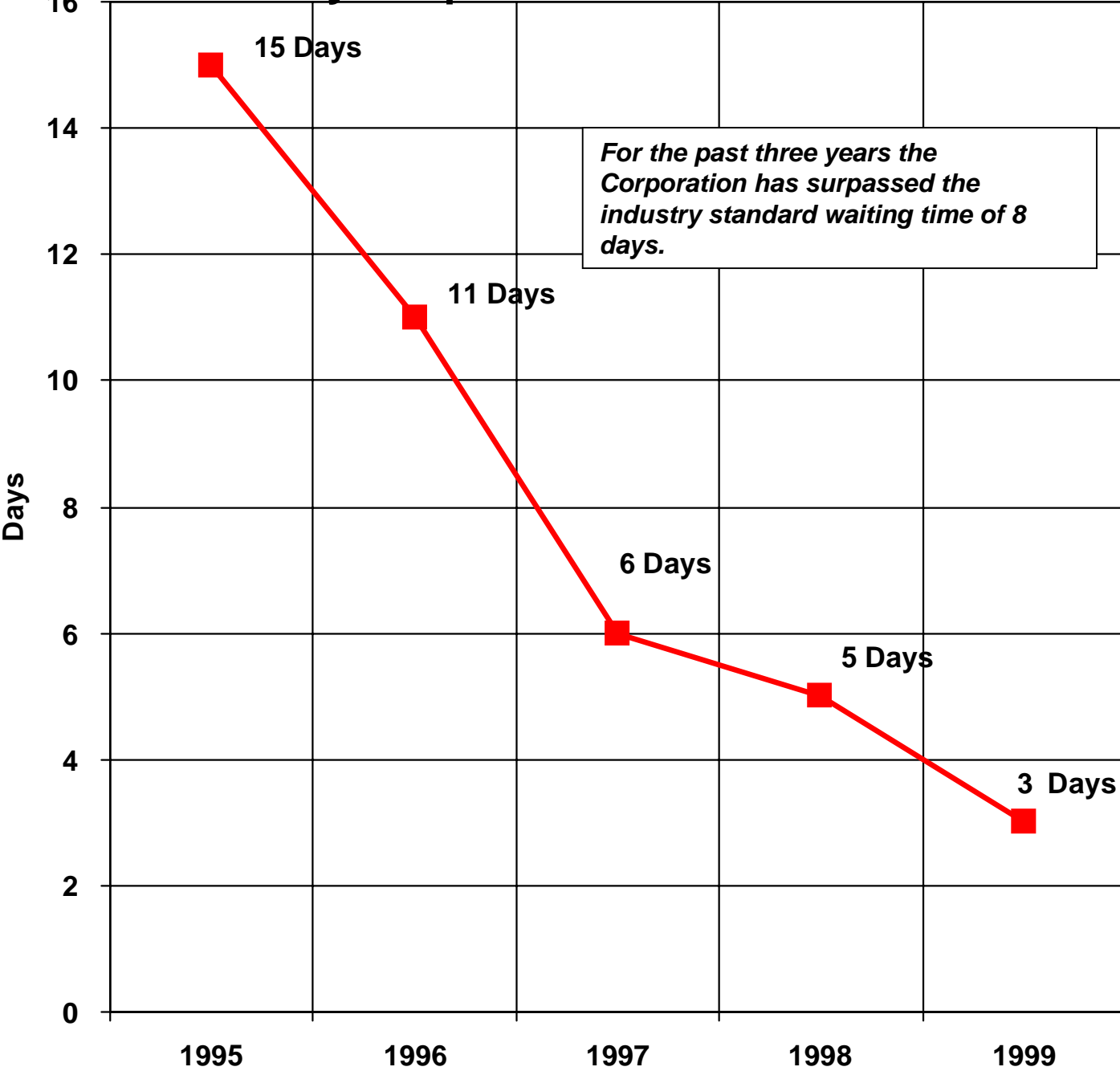
HHC updated and redesigned its home page on NYC LINK™, the City's official web site. The new page will provide more information to the public about HHC and its facilities in a user-friendly manner. The site contains a map, directory and descriptions of facilities, HHC trends, frequently asked questions, "What's New at HHC," press releases, and the HHC President's Board remarks. Additionally, the site includes visual effects to highlight HHC's new "Better Than Ever" corporate branding campaign.

Human Resources Administration. During the first four months of Fiscal 2000 the Human Resources Administration (HRA) implemented the Reward Program as part of the Professionalism, Accountability and Integrity (PAI) Civility Values Program, which ensures that civility and professionalism are characteristic of each interaction among staff and the public. The Reward Program acknowledged 357 staff members who exemplified these values. By the end of Fiscal 2000 over 14,000 HRA employees will receive expanded PAI training that will address cultural diversity, communication skills and employee accountability.

Health and Hospitals Corporation

Waiting Time for Mammography Screening Appointments (Days)

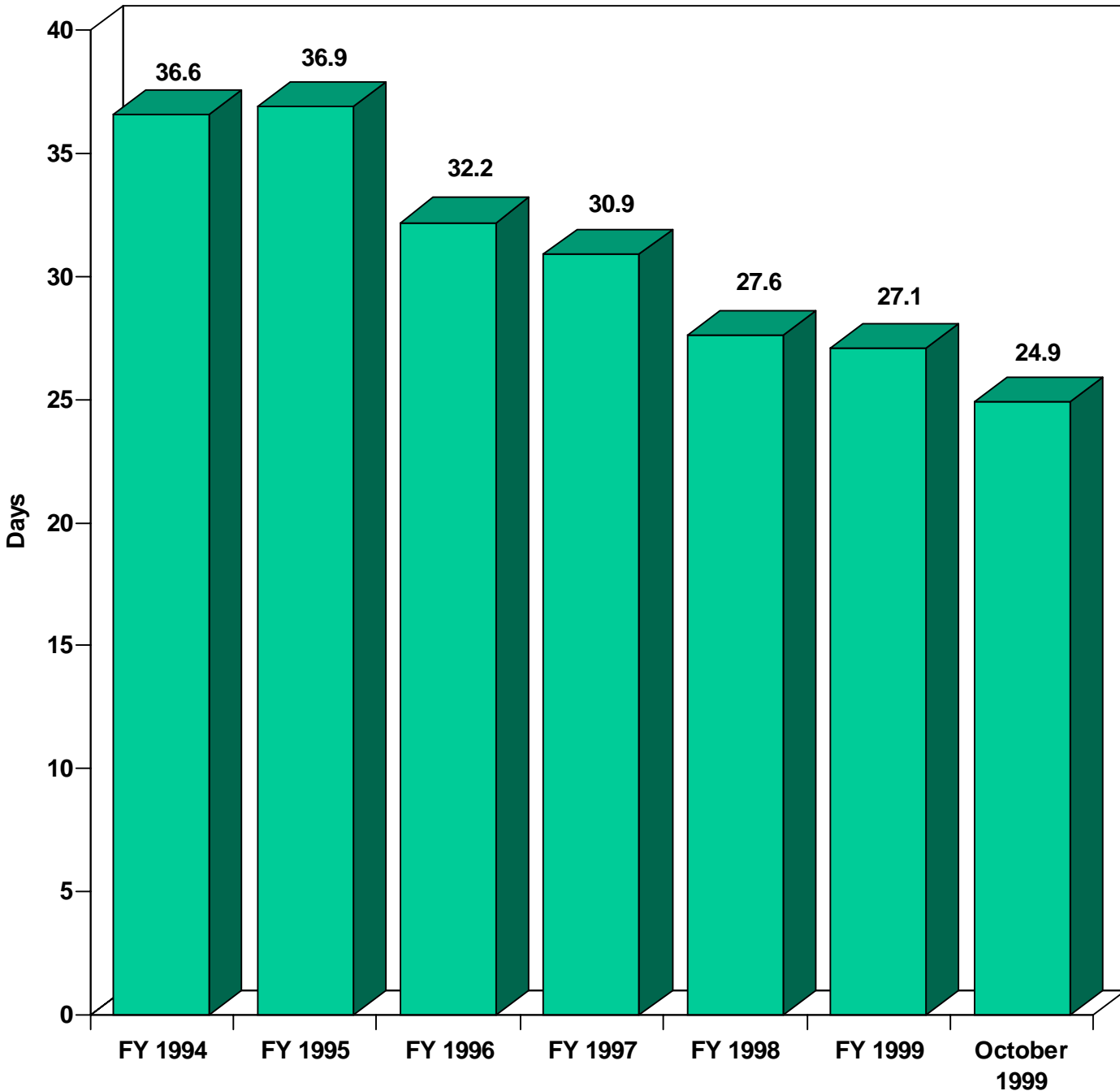
July - September 1995 - 1999



Human Resources Administration

Average Number of Days to Initiate Home Attendant and Housekeeper Services

Fiscal 1994 - October 1999



CUSTOMER SERVICE

During the first six months of Fiscal 2000 the Interactive Voice Response System for HRA's Infoline received over 570,000 calls, 60 percent of which are now handled through automation alone, with no need for operator assistance. Infoline is an automated information and referral system that matches callers' needs with appropriate service resources.

HRA has reduced the average number of days needed to initiate home attendant and housekeeper services by 32 percent since Fiscal 1994. The average waiting time to receive these services fell to 24.9 days as of October 1999, compared with 36.6 days in Fiscal 1994.

Working with the NYC Office of New Media, during the reporting period HRA redesigned its web pages on NYC LINK™, the City's official web site, to provide comprehensive information about HRA programs, including Welfare-to-Work, Food Stamps, Medicaid, Home Care, AIDS Services, Protective Services for Adults and Domestic Violence Prevention and Emergency Intervention. As a result, during the first four months of Fiscal 2000 there were 16,528 HRA web page views, an 85 percent increase from the same period during Fiscal 1999.

Administration for Children's Services. In September 1999 an Automated Call Distributor (ACD) was installed to speed up response time to calls to the Administration for Children's Services' (ACS) Office of Child Support Enforcement's (OCSE) Customer Service Center in Manhattan and permit better telephone call monitoring and use of staff. Prior to installation of the ACD, staff handled an average of 31 calls per worker per day; after installation it rose to 36 calls per worker per day.

In January 2000 the ACS web site on NYC LINK™ was re-designed. The site now provides the public with additional child welfare information, including videos and on-line forms to request adoption information and applications. The site guides the public to needed services in an easy-to-use manner. The web site is part of the "Wednesday's Child" initiative to increase adoptions. The initiative has led to 293 on-line requests for ACS adoption information.

Department of Homeless Services. During the first four months of Fiscal 2000 the Department of Homeless Services (DHS) increased the number of special events and recreational activities for shelter residents, especially children. DHS employees sponsored a book drive and collected 3,000 books that were distributed to 10 shelters. A summer gymnastics program was developed with a private foundation and 250 shelter children participated twice a week for six weeks. Nearly 1,000 children were treated to Met and Yankee baseball games and a day at an amusement park. DHS also arranged for 300 children to attend the Big Apple Circus. DHS staff organized the events, obtained tickets, and provided chaperones and transportation for these activities.

In August 1999 the DHS's Training Coordinator attended a two-day customer service workshop, provided by a not-for-profit organization. The workshop emphasized the importance of providing customer service in the public sector and the necessity of every employee in the Department participating to achieve this goal. During Fiscal 2000 a similar customer service workshop will be held for the Department's job developers and housing specialists. The workshop will be specifically customized for DHS employees.

In October 1999 DHS retained a web designer to restructure its home page on NYC LINK™, the City's official web site, to increase public access. Information about providing services for families and individuals who are homeless will be more readily available in a user-friendly layout. The new home page will be available by the end of Fiscal 2000.

CUSTOMER SERVICE

Department for the Aging. In January 2000 the Department for the Aging's (DFTA) Information and Referral Unit, which provides telephone and walk-in assistance to more than 20,000 constituents each month, implemented a new Automatic Call Distributor (ACD) to strengthen the customer service operations for its 24-hour Helpline (212-442-1000). ACD routes, tracks and times incoming calls and allows staff to monitor all incoming calls to let them know how many callers are ready to speak to a Helpline representative. This will provide useful management information for ongoing planning to improve the operation of the Unit. In addition, the Information and Referral Unit is expanding its customer service training programs during Fiscal 2000 to include one day of in-service training each month covering specific programs for seniors, or protocols for handling specific client issues.

During the first four months of Fiscal 2000 the Unit handled 82,650 calls, a 74 percent increase over the 47,516 calls handled in the first four months of Fiscal 1999. This increase is due to filling staff and supervisory vacancies in the Information and Referral Unit during the second half of Fiscal 1999.

The Department has maintained the reduced processing times it achieved during 1997 for applications for the Senior Citizens Rent Increase Exemption Program (SCRIE). Average processing time was 34 days as of December 1999, compared with 60 days in December 1996.

By April 2000 the Department expects to include the application and user guide for the Senior Citizen Rent Increase Exemption (SCRIE) Program on its home page on NYC LINK™, the City's official web site. The user guide is easy to read and provides step-by-step assistance for completion of the application while answering the most frequently-asked questions about SCRIE. In addition, users will be able to complete the SCRIE application on-line.

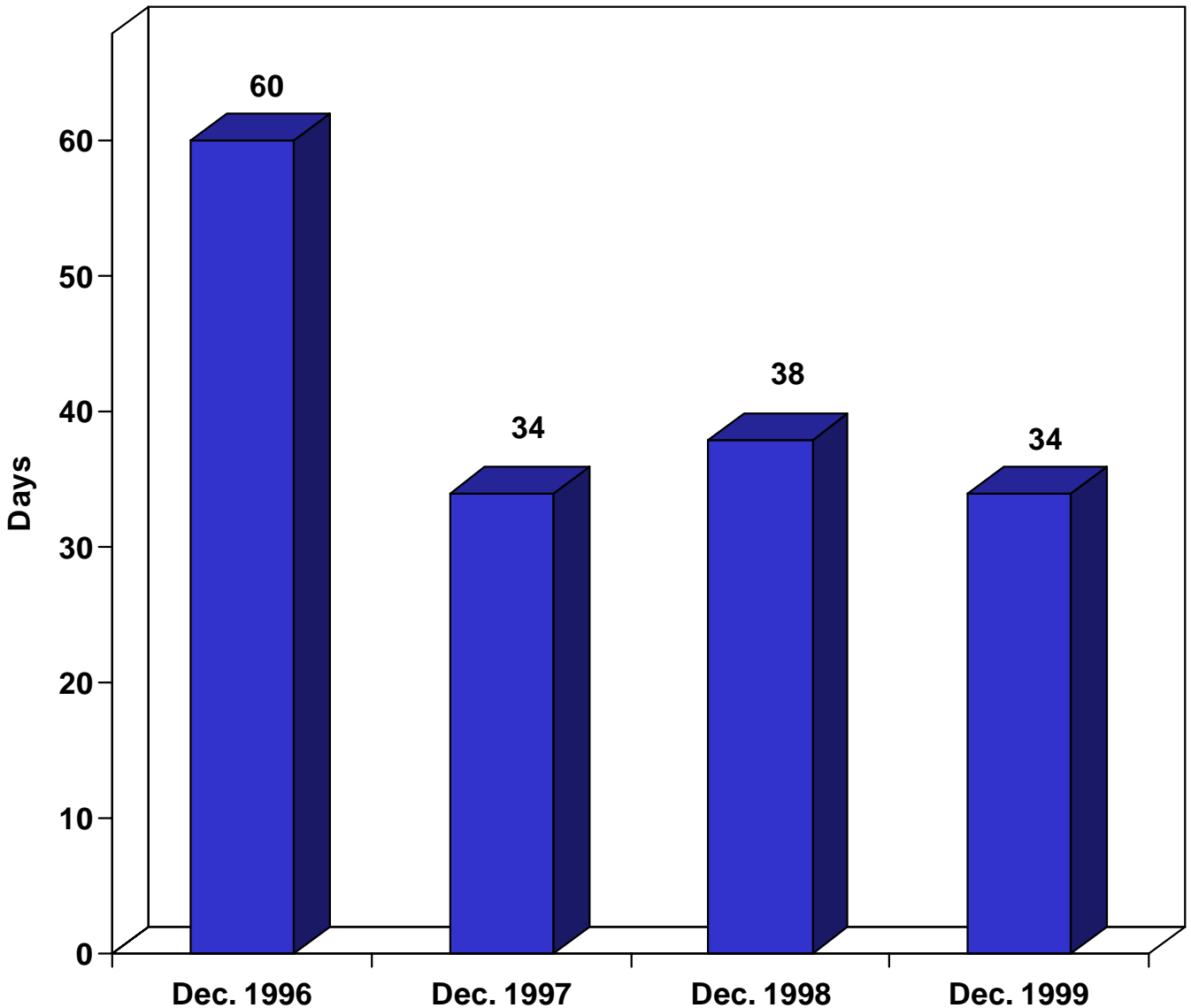
Board of Education. In Fiscal 2000 the Board of Education (the Board) will begin working with consultants to develop a Satisfaction Survey for those departments dealing the Board's central operations. The Board plans to distribute the survey and analyze it by the end of the 1999-2000 school year. This process will enable service providers and customer groups to be defined, while measuring the level of customer satisfaction. The use of a customer satisfaction assessment and reporting system will help increase the ability of central offices to provide efficient and effective support services to the schools.

In November 1999 the Board began distributing brochures entitled "What Did You Learn in School Today?" These brochures, designed for parents of children in kindergarten through grade 12, explain exactly what language arts and mathematics skills their children should have acquired at the end of each school year. In addition to listing specific skills, the brochures inform parents of the different types of tests their children will be taking in each grade and provides them with tips to help students master their coursework. The brochures will be available in a variety of languages including English, Spanish, Chinese, Russian, Haitian/Creole and Korean.

City University of New York. In Spring 2000 the City University of New York (CUNY) will participate in the National Survey of Student Engagement to gauge how baccalaureate students spend their time at college and what they gain from attending CUNY. The survey elicits data about reading and writing skills required by the curriculum, faculty and student behavior, and students' perceptions about the quality of their education. More than 250 colleges and universities across the nation will take part in the project, which will provide national benchmarks on a number of indicators associated with good practices in undergraduate education. The survey results, which will be published in July 2000, will give CUNY vital information needed to improve instruction.

Department for the Aging

Senior Citizens Rent Increase Exemption Program (SCRIE) Processing Time for Completed Applications



CUSTOMER SERVICE

REGULATORY AND ADMINISTRATIVE SERVICES

Department of Consumer Affairs. In May 2000 the Department of Consumer Affairs (DCA) expects to begin accepting credit cards for license fees and fines. This expansion in payment options will provide greater convenience, speed up processing and increase collections.

In November DCA began staffing its telephone hotline with employees rather than volunteers to ensure the availability of operators. The employees periodically attend training seminars and are regularly monitored to ensure that the most accurate information is given to consumers. Because the largest number of calls come from Queens, the Department also added a Queens Hotline (718-286-2994) which goes directly to the Queens Office located in Queens Borough Hall.

Department of Buildings. The Department of Buildings (DOB) is currently implementing a queue system in its borough offices. This system will help eliminate long lines, increase efficiency and provide detailed statistics on waiting times. The pilot in the Manhattan borough office began in December 1999; installation in the other borough offices is scheduled for the first half of Calendar 2000.

During the reporting period DOB continued to enhance its agency home page on NYC LINK™, the City's official web site. Included among these was the addition of a flood hazard mitigation brochure and safety standards regarding the installation of flexible advertising signs. DOB is also developing the ability to allow the public to file complaints directly on its home page; this should be available by Fall 2000. The Department will also expand its home page to include a more detailed Frequently Asked Questions section.

DOB's Illegal Conversion Brochure was translated into Korean in late Calendar 1999 and will be translated into Spanish in early Calendar 2000. With these brochures, DOB will be better able to educate both property owners and tenants about illegal conversions. The brochures will be available in DOB borough offices and will also be available on the agency's home page by the end of Fiscal 2000.

In Fiscal 1999 the Department received a grant from the Mayor's Office of Operations Technology Fund to place customer service kiosks in all of its borough offices. Customers will be able to access DOB's web site and print out various information and forms at the kiosks. The kiosks will be placed in the borough offices by the end of Fiscal 2000.

The Department's upgraded folder retention system has now been redesigned to more easily track the locations of permit and plan records at the borough offices. The system, which is now fully functional citywide uses new identification cards issued to customers for use in DOB's borough offices. Refinements to the system will continue throughout Fiscal 2000.

The Department continues to work with the Mayor's Office of Operations on the creation of a centralized customer service unit, including the implementation of an Interactive Voice Response System, to handle buildings-related complaints and inquiries on a citywide basis. An agency task force was created in Fiscal 1999; the call center is expected to be fully functional by late Fiscal 2000.

During the first four months of Fiscal 2000, 45.6 percent of all new permit applications were filed using PC Filing, an increase from 34.6 percent during the first four months of Fiscal 1999. PC Filing gives applicants the option of submitting their filings on computer diskette instead of paper forms. DOB is also in the process of expanding the PC Filing program to include subsequent filings and cluster filings. The new software will also permit PC Filing applications to be updated. The Department is testing the new version of this software and expects it to be released early in Calendar 2000. DOB expected to implement the new version in September 1999, however it was delayed because it was necessary to rewrite the software. This rewrite will allow the Department to continue enhancing the PC Filing program during the remainder of Fiscal 2000 through Fiscal 2001.

CUSTOMER SERVICE

During Fiscal 1999 the DOB implemented a pilot project that allows applicants using PC Filing in all borough offices to pay fees using credit cards. The Department plans to expand this project to accept credit card payments for all filings by the end of Calendar 2000.

Taxi and Limousine Commission. In December 1999 the Taxi and Limousine Commission (TLC) supported the City's preparation for a potential strike by MTA transit workers by devising a plan to help commuters and those traveling to and around the City find transportation alternatives. Among other strategies, the Commission suspended rules restricting the routes of commuter vans and established additional taxicab group ride locations throughout the city.

In July 1999 TLC's licensing division opened a new drop-off service window for applicants who do not require same-day service. The drop-off window acts as an intake section for all For-Hire Vehicle licensing transactions, including new license applications, license renewal applications and transfer applications. The effort improves and reduces the flow of persons into and throughout the licensing facility, and enhances the overall level of customer service.

In March 1999 the Commission extended the valid term of new and renewal licenses from one year to two years. This change enables TLC to provide better service to its licensees and significantly reduce congestion at the licensing facility. The rule also links the license expiration date to the actual date of license issuance instead of the last date of the issuance month. As a result of these changes, the licensing workload is more evenly distributed and the number of people visiting the licensing facility during peak periods is reduced.

Department of Finance. In the first four months of Fiscal 2000 DOF opened 115 Neighborhood Payment Centers (NPCs), bringing the total number of NPCs in operation throughout the City and outlying suburbs to 320. These NPCs allow taxpayers and motorists the convenience of paying parking summonses, water bills, and real estate taxes in person at a wide variety of locations other than City payment offices. The Department intends to add 10 NPC sites per month in and around the City throughout the year, reaching its new goal of 400 facilities by the end of Fiscal 2000.

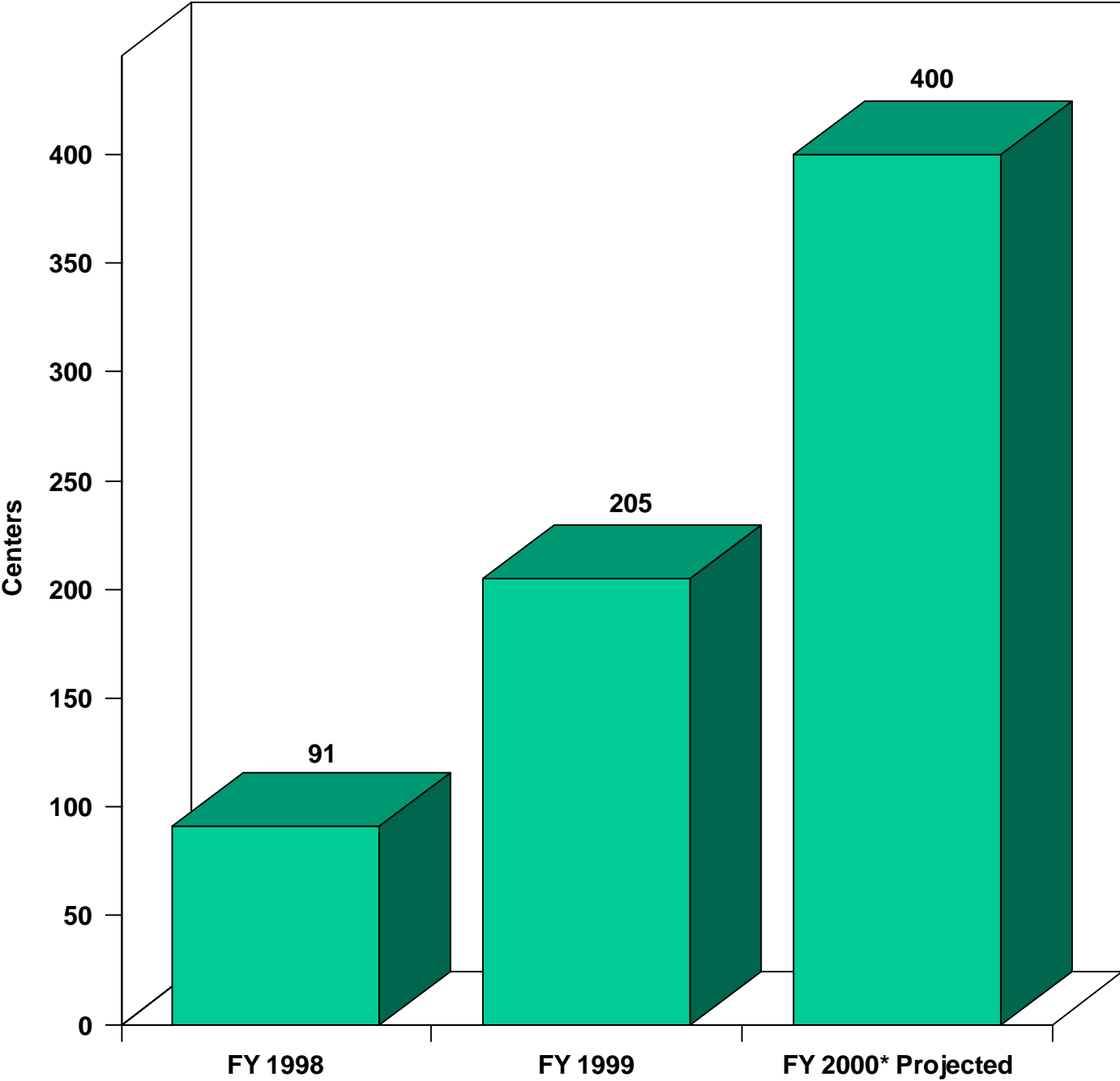
During the first four months of Fiscal 2000 DOF collected over \$4.5 million in parking summons payments, and over \$9.7 million in real estate tax payments at the NPCs, through 88,670 parking summons transactions, 35 water bill transactions, and 346 real estate transactions.

As part of the Financial Management Systems (FMS) project, the Mayor's Office of Contracts plans to initiate a Vendor Enrollment Project to improve the accuracy and completeness of the City's information about its vendors. Through this effort approximately 65,000 vendors will be mailed an application packet, including an Electronic Funds Transfer (EFT) enrollment form and information material. The vendor EFT enrollment form will also be available through the DOF home page on NYC LINK™. As of December 1999 there were nearly 1,700 vendors enrolled in EFT.

As of December 1999 the Department has made Booklet X, the voluminous compendium of tax forms and instructions, available on CD-ROM. The new format allows for more convenient storage and downloading of tax forms, lowers printing costs by \$100,000 and reduces mailing costs.

Department of Finance

Neighborhood Payment Centers (NPCs) Fiscal 1998 - 2000



*115 NPCs opened between July and October 1999.

CUSTOMER SERVICE

Department of Citywide Administrative Services. The Department of Citywide Administrative Services (DCAS) placed the Citywide Customer Service Standards on the agency Intranet for easy access to all agency personnel. In addition, DCAS printed a business-size card with the agency's standard telephone greeting on one side and the telephone standards on the back. These cards were distributed to all personnel. In addition, DCAS will develop and offer a Customer Service Certificate Program that provides training for City employees on written, telephone and in-person customer service skills by June 2000.

Office of Administrative Trials and Hearings. In the first four months of Fiscal 2000 the Office of Administrative Trials and Hearings (OATH) continued to enhance its web pages on NYC LINK™, the City's official web site, by adding 200 more OATH decisions in full text and maintaining the annotation of the on line version of its Rules of Practice with reference to pertinent OATH decisions. The full text of over 500 OATH decisions is now on line. Page views have increased to 8,778 during the first four months of Fiscal 2000 as compared to 3,160 during the same period in Fiscal 1999.

By the end of Fiscal 2000 the full text of all 3,000 OATH decisions will be available on line through a joint project with the Center for New York City Law. This project will incorporate new text retrieval software that will enable legal researchers and others to search for OATH decisions on the Internet, rather than through terminals at the office. In addition, OATH continues to update its web pages each month with recent cases.

Department of City Planning. The Department of City Planning (DCP) has expanded its home page on NYC LINK™, the City's official web site, by adding a complete set of Land Use Review forms, which can be downloaded, and instructions for 14 kinds of actions, including zoning map changes, zoning text amendments, special permits and others.

The Department further enhanced the usefulness of its home page with the addition of DCP press releases, a "What's New at City Planning" section that currently features the recently-adopted Chelsea rezoning, and a map of the City showing neighborhoods and community districts.

In December 1999 DCP and the Department of Consumer Affairs (DCA) released a pocket-sized listing of all the over 800 off-street parking facilities south of 72nd Street in Manhattan. The 49-page guide features full-color maps so drivers can choose a garage based on their destination. The address, rates, hours of operation, telephone number, and keyed map location are given for each facility. The guide can be obtained by mail from the DCA.

Department of Information Technology and Telecommunications. The Department of Information Technology and Telecommunications (DoITT) has successfully implemented the initial phase of the Automatic Call Distribution (ACD) Technology Fund Project. During the first four months of Fiscal 2000 the first agency in this project, the Mayor's Action Center, was successfully cut over to the new system. The ACD system provides agency managers with real-time data on call volume, call queuing and agent status, and detailed statistical data and historical information to maximize agent productivity and facilitate service level improvements.

The Department of Transportation's Management Information Systems Help Desk operation at 40 Worth Street will be the next ACD system to be implemented. Additional ACD implementations planned for completion in Fiscal 2000 include the Taxi and Limousine Commission, the Departments of Consumer Affairs, Aging, Buildings, Transportation, Health and the Board of Elections.

MANAGING MANDATED SERVICES

The efficient management of mandated services is critical to the City's fiscal stability and to the welfare of all its citizens. The Administration and its senior managers have brought innovative approaches and solutions to areas including welfare and services to the homeless, public health care, Special Education and the environment.

HEALTH AND HUMAN SERVICES

WELFARE REFORM

Public Assistance

Continuing the trend that began in March 1995, the number of persons receiving public assistance (PA) decreased to 621,902 at the end of December 1999, the lowest level since May 1967 and a decline of 538,691 persons since March 1995. The Human Resources Administration (HRA) anticipates that this downward trend will continue, due to a greater emphasis on job placements and work activities combined with training, education and substance abuse treatment services when appropriate.

In December 1999 HRA achieved the Mayor's goal of engaging all PA clients by Calendar 2000 in work, work-related activities, work assessment or the work assignment process, or appropriately exempting them from work requirements. New York is the only large city or municipality to reach a 100 percent engagement rate.

In July 1999 a welfare policy research organization, the State Office of Temporary and Disability Assistance, and the State Department of Labor published a study of Family Assistance Program recipients who left the State public assistance rolls. The study found that in almost 70 percent of the City's cases an adult was employed during the year after leaving welfare, thereby demonstrating that families are working for wages after leaving welfare.

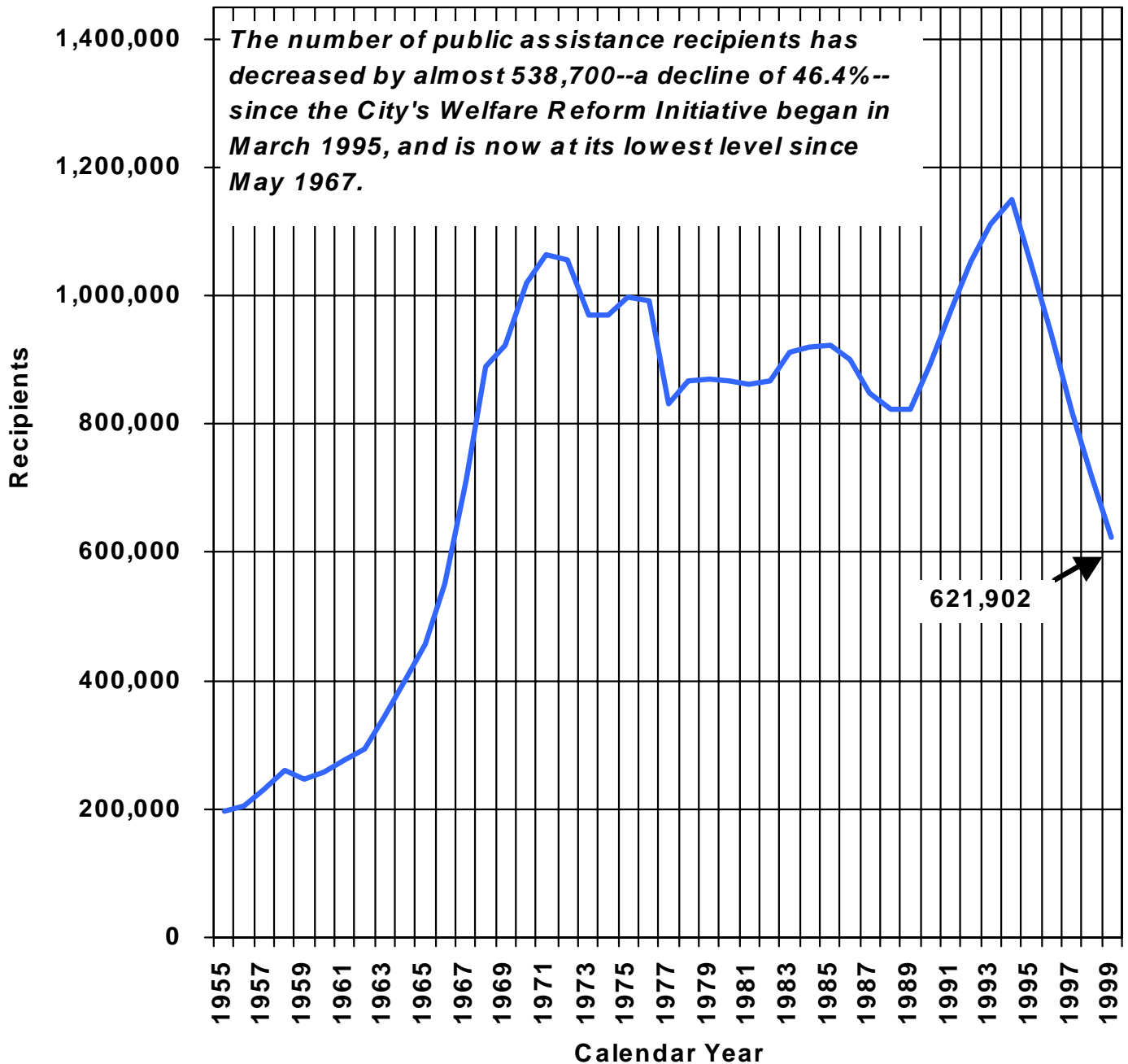
As of October 1999 there were 16 Job Centers in operation. A pending federal judicial action continues to temporarily prevent the Agency from converting the remaining centers. Ten of the 16 Job Centers provide on-site services or Learning Labs. The Agency plans to include Learning Labs in the remaining six Job Centers by the end of Fiscal 2000.

HRA continues to develop and implement training activities to move public assistance recipients to self-sufficiency. The Agency's Personal Roads to Individual Development and Employment (PRIDE) 2000 program, which began in July 1999, assesses PA recipients with physical and mental disabilities. PRIDE 2000 is a collaborative effort of HRA, the State Department of Labor, the State Education Department, and the State Office of Vocational and Educational Services for Individuals with Disabilities. Between July and December 1999 HRA provided approximately 4,500 PRIDE 2000 participants with intensive case management services, including one-on-one interaction and home visits, and referred 3,828 of them to service providers for assessment and work activities. By the end of Fiscal 2000 the Agency plans to refer approximately 12,000 participants to these contractors

HRA selected an organization in November 1999 to provide clinical case management services for up to 1,000 PA recipients with substance abuse disorders; significant medical, psychiatric, legal, domestic violence and housing problems; and other barriers that reduce their ability to work. By the end of Fiscal 2000 clinical case management teams will be responsible for linking clients to medical, psychiatric and substance abuse treatment services; ensuring continuity of care; providing crisis intervention services; monitoring client progress; and assessing work readiness.

Human Resources Administration

Number of Public Assistance Recipients December 1955 - December 1999



MANAGING MANDATED SERVICES

Food Assistance

The number of persons receiving food stamps declined 7.7 percent, from 1,025,205 at the end of October 1998 to 945,587 at the end of October 1999. This change is consistent with the decline in the overall public assistance caseload. However, the proportion of food stamp recipients not on public assistance rose to 36 percent of all food stamp recipients at the end of October 1999, from 21.5 percent at the end of October 1994. The number of food stamp recipients not on public assistance increased by 6.2 percent, from 320,620 at the end of October 1998 to 340,699 at the end of October 1999. During the first four months of Fiscal 2000 3,479 able-bodied adults who are without dependents and receive food stamps were subject to federally-mandated work requirements. To help these individuals maintain their food stamp eligibility under the new requirements, HRA now offers them job search assistance and, when necessary, work assignments.

HRA's Office of Food Programs seeks to improve the nutritional status of low-income New Yorkers by providing education about nutrition, as well as administering and coordinating food distribution to approximately 680 soup kitchens and food pantries. The Office distributed over 5.6 million pounds of food during the first four months of Fiscal 2000, 16.7 percent more than the 4.8 million pounds distributed during the same reporting period in Fiscal 1999 due to an increased Fiscal 2000 allocation. HRA expects to distribute 12.2 million pounds of food in Fiscal 2000.

Work Experience Program

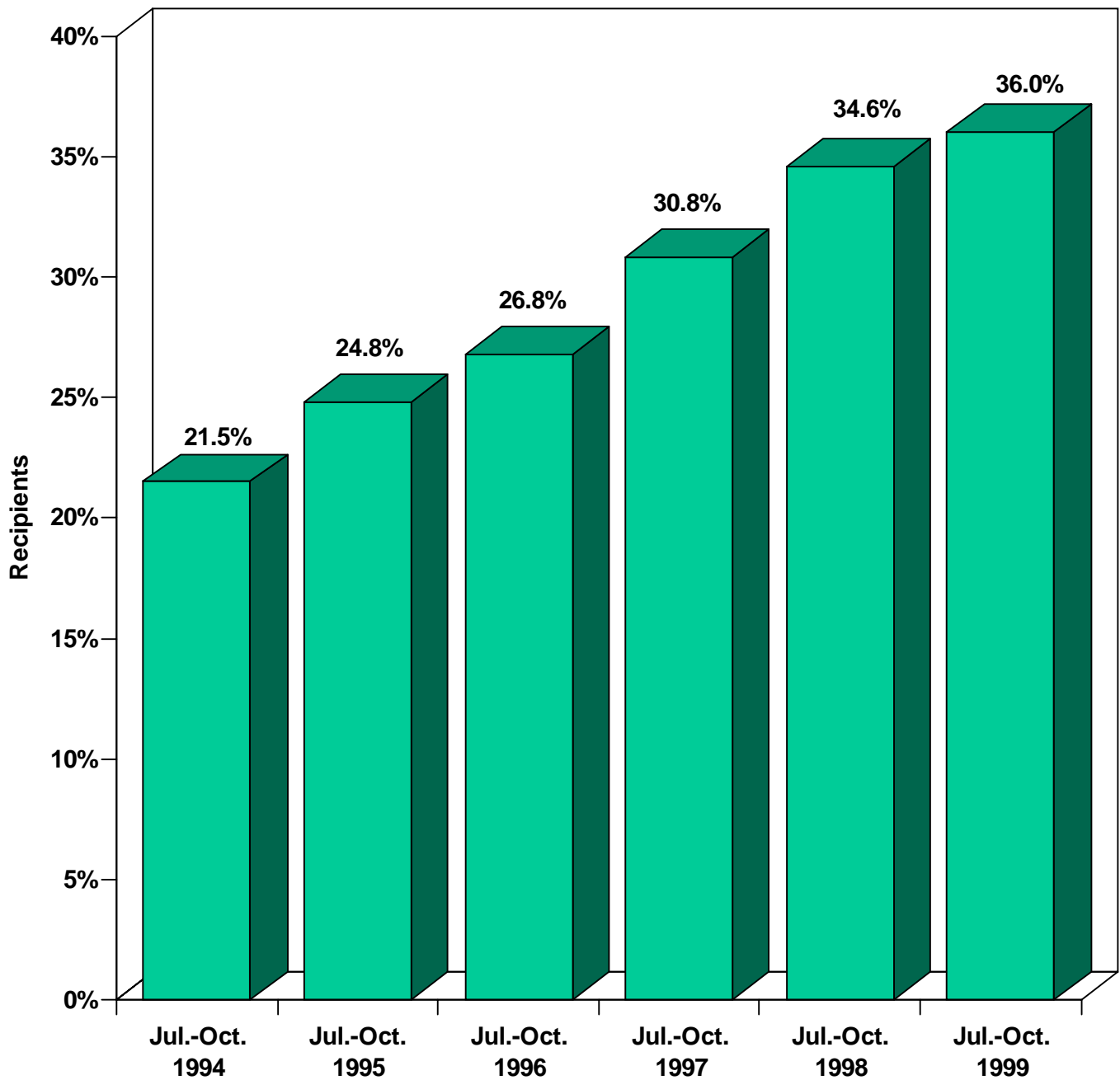
The Work Experience Program (WEP) refers able-bodied public assistance recipients to structured work assignments within City, State, federal, or not-for-profit agencies. Participants are expected to adhere to work schedules of approximately 20 hours a week as a condition of receiving benefits. Over 200,000 welfare recipients have participated in the program over the past three years.

WEP participants may be assigned to a range of duties in individual City agencies, including office and clerical tasks as well as the field assignments discussed in this section. Examples of how WEP participants help City agencies serve the public are given below.

- WEP participants help the Department of Sanitation clean the City's streets. Approximately 400 participants take part in street cleaning each working day; WEP teams led by uniformed Sanitation supervisors are assigned to manual sweeping and bagging of street litter; they work in areas receiving lower cleanliness ratings. Since WEP participation in street cleaning was expanded to every Sanitation District in Fiscal 1996, citywide street cleanliness ratings have jumped from under 75 percent to over 87 percent acceptably clean.
- During the first four months of Fiscal 2000 the Department of Parks and Recreation (DPR) assigned a biweekly average of 5,143 Work Experience Program participants to locations citywide, compared to 5,331 during the same period in Fiscal 1999. WEP participants assist in the maintenance and upkeep of parks.

Human Resources Administration

Percent of Food Stamp Only Recipients July - October 1994 - 1999



MANAGING MANDATED SERVICES

Human Resources Administration

Work Experience Program Participants in Work Assignments

Agency	At end of Jun 1999	At end of Oct 1999
Department of Parks and Recreation	6,154	5,445
BEGIN Program*	5,770	6,744
Human Resources Administration	4,891	3,328
Department of Citywide Administration	3,151	2,743
Department of Sanitation	2,912	2,602
New York City Housing Authority	1,861	1,802
Community-Based Organizations	1,662	1,925
Department for the Aging	968	926
Department of Transportation	656	574
Board of Education	518	501
Administration for Children's Services	466	408
Police Department	411	358
Department of Housing and Preservation	384	328
Metropolitan Transit Authority	319	377
Department of Health	305	239
State Agencies	197	204
City University of New York	132	359
Other Non-City Agencies**	132	203
Department of Environmental Protection	100	55
Taxi and Limousine Commission	66	27
Department of Finance	52	40
Fire Department	41	48
Business Improvement Districts	30	25
Museo del Barrio	27	22
Department of Consumer Affairs	25	25
Department of Records and Information	25	24
Bronx County Clerk's Office	11	8
Community Boards	11	7
Department of Design and Construction	10	8
Department of Probation	10	2
Mayor's Office	10	7
Landmarks Preservation Commission	9	4
Financial Information Services	7	5
Comptroller's Office	2	2
City Commission on Human Rights	2	2
Total	31,327	29,377

*BEGIN contracted providers arrange for participant placement in not-for-profit agencies as well as in literacy, English as a Second Language, General Equivalency Diploma, internship and work-study programs.

**Other Non-City Agencies include small private or not-for-profit agencies.

MANAGING MANDATED SERVICES

- During the first four months of Fiscal 2000 a biweekly average of 454 of DPR's most motivated WEP participants were enrolled in the Department's Parks Career Training (PACT) program, compared to an average of 458 participants during the same period of Fiscal 1999. PACT provides intensive skills training in five areas: clerical, custodial, repair, horticulture and security. Participants are also offered driver training, General Equivalency Diploma (GED) and English as a Second Language (ESL) classes, and job placement assistance. During the first four months of Fiscal 2000 PACT successfully placed 175 participants in the workforce for 30 days. Of the 175 participants, 164 were placed in private sector jobs.
- During the first four months of Fiscal 2000 the Department of Transportation (DOT) removed stickers from 5,429 signs and poles as part of the efforts of the Mayor's Anti-Graffiti Task Force; the work is performed by Community Service workers and WEP participants. During the first four months of Fiscal 2000 the Department removed 2.85 million square feet of graffiti from bridges and arterial highways, compared with 2.37 million square feet during the same period in Fiscal 1999. WEP participants also remove litter and weeds on the service roads of the City's arterial highways. An average of 61 WEP participants continue to perform this work daily. As a result, all service roads can be cleaned on a regular basis. During the first four months of Fiscal 2000 over 18,400 cubic yards of debris were removed from the highways, compared with roughly 10,500 cubic yards in the same period of Fiscal 1999.
- In May 1999 the City and the Metropolitan Transportation Authority (MTA) agreed to permit WEP participants to work 20 hours a week cleaning litter in subway stations.

The core purpose of the Work Experience Program is to help provide work experience to public assistance recipients, as part of an integrated strategy to move participants toward self-sufficiency. HRA continues to refine its overall welfare-to-work strategy, including WEP, to serve this purpose.

- At the end of October 1999 HRA enrolled 5,766 students in ESL classes, Adult Basic Education, GED, internship and work-study programs as concurrent Work Experience Program (WEP) activities. The Agency expects to serve approximately 14,000 Family Assistance Program (FAP) participants during Fiscal 2000.
- In November 1999 HRA began a management information systems (MIS) training course in conjunction with a private computer company. Twelve WEP candidates participated in almost five weeks of intensive technical and on-the-job training. All 12 participants were offered computer and technical entry-level positions, such as local area network and help desk operators at private companies. The Agency plans to provide training for 12 additional WEP participants by the end of Fiscal 2000.
- In Fiscal 1999 HRA instituted a mailroom training and work experience program, which will provide career development and job placements for up to 50 participants by the end of Fiscal 2000. Currently HRA recruits candidates from its WEP sites for the program. By November 1999, 36 WEP participants had been enrolled in the program since its inception in June 1999.

MANAGING MANDATED SERVICES

CITIZENSHIP NEW YORK CITY

Citizenship NYC (CNYC), operated by the Department of Youth and Community Development (DYCD), was created in July 1997 to help legal immigrants obtain benefits and apply for naturalization. During the first four months of Fiscal 2000 CNYC reached out to 11,713 immigrants through telephone, mail and group presentations, bringing the total number contacted since the program's inception in July 1997 to 91,077. Also during the reporting period, CNYC assisted clients in filing 2,193 applications with the federal Immigration and Naturalization Services (INS), referred 176 applicants for legal assistance and 590 applicants for educational assistance. As of October 1999 CNYC filed 15,530 applications with the INS and made 7,746 referrals to community-based organizations for legal assistance, education and help applying for Medicaid since 1997. In Fiscal 1999 DYCD established two field sites in Staten Island and Far Rockaway to better serve immigrants in these neighborhoods, in addition to providing services for immigrants in lower Manhattan through its central administrative office.

Beginning in January 1999 CNYC intensified its outreach efforts, expanding its advertising with public service announcements on community and public-access television and radio stations. In May 1999 CNYC initiated a pilot project that reached out to leaders of Korean religious, civic and business associations to provide naturalization application assistance to their members. As a result, CNYC now meets with Korean community-based organizations twice a month, in addition to participating in major Korean events. From May through December 1999 CNYC met with over 600 members of the Korean community. During the first four months of Fiscal 2000 the Agency expanded its outreach efforts to the Chinese community. In January 2000 CNYC held a conference with the Chinese community to engage the community and its leaders in the naturalization process, and to further understand issues that may impede participation in the naturalization process.

During the first four months of Fiscal 2000 CNYC worked with the Human Resources Administration (HRA) to obtain the names of those families with children seeking to obtain citizenship. As a result, CNYC filed more than 1,500 applications for these families as compared to 239 applications filed during the same reporting period in Fiscal 1999. This program assists immigrant families receiving Food Stamps to obtain citizenship status for their children aging out of the Food Stamp program, thereby retaining their Food Stamp benefits. In July 1999 the Agency sent out 14,000 letters to families, encouraging them to contact CNYC for an appointment.

HEALTH AND HOSPITALS CORPORATION

Utilization and Management. Managed care, trends in utilization patterns, and changes in State and federal health care reimbursement policies have required HHC to take a new approach to management and utilization issues, and reduce staffing levels to streamline health care delivery.

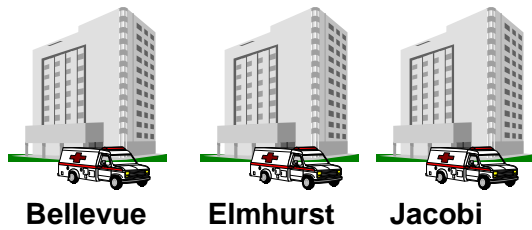
During the first four months of Fiscal 2000 the Health and Hospitals Corporation (HHC) saw the average daily census for general care beds increase from 2,669 to 2,682 and the occupancy rate increase from 80.2 to 89.6 percent compared to the same reporting period last year. In the first four months of Fiscal 2000 HHC primary care visits decreased from 656,873 to 601,880 during the same period of Fiscal 1999. Women's prenatal care visits increased from 87,736 in the first four months of Fiscal 1999 to 89,940 in the first four months of Fiscal 2000. The waiting time for first nonurgent appointments improved to five days in the first three months of Fiscal 2000, compared to six days in Fiscal 1999. In the first four months of Fiscal 2000 emergency room visits (excluding those resulting in admissions) increased to 272,984 compared with 257,275 during the same period of Fiscal 1999.

Health and Hospitals Corporation

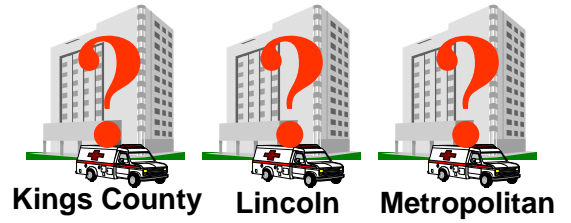
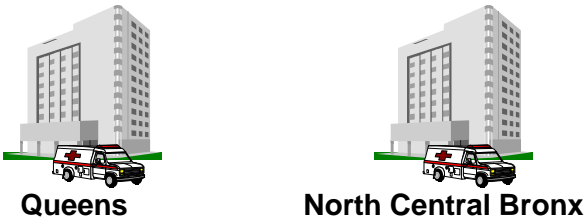
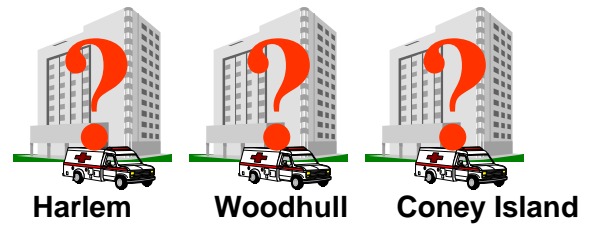
Accreditation of All Acute Care Hospitals

Fiscal 1991-1993

5 hospitals received three-year accreditation

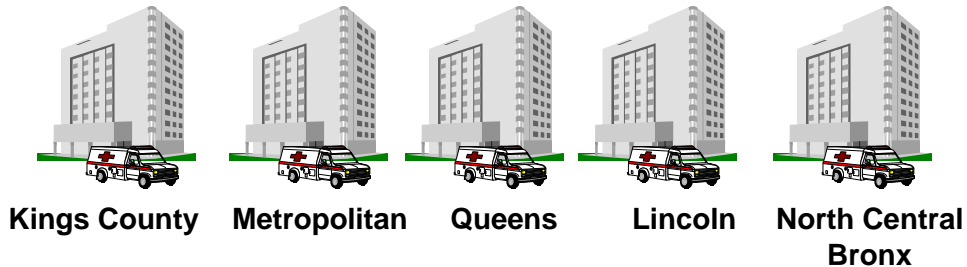
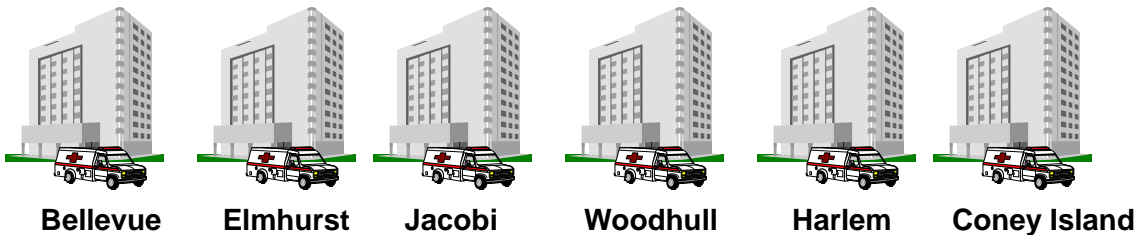


Accreditation was conditional or delayed for 6 hospitals



Fiscal 1994-1999

All eleven hospitals continue to receive three-year accreditation



Source: JCAHO

MANAGING MANDATED SERVICES

Community Health Partnership Program. Over the next several years HHC, through the Community Health Partnership (CHP) will receive \$500 million from the State Department of Health (SDOH) to prepare for the transition to Medicare managed care. In Fiscal 1999 HHC received the first payment of \$15 million. In August 1999 the Corporation received two additional payments, bringing the total received since July 1998 to over \$80 million. HHC anticipates receiving the remaining \$20 million in Calendar 2000.

Funds are being used for technology, including support of the expanded installation of a patient information system (Health Data Systems); primary care expansion, including renovating the Lenox Health Center primary care clinic in the Generation+ Network; and worker retraining, including training 1,527 staff on new billing, registration and appointment scheduling procedures.

Accreditation. In Fiscal 2000 the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) surveyed five HHC facilities. JCAHO evaluates 564 standards in several distinct areas, including assessment and care of patients, management of human resources, patients' rights and organization ethics, leadership, information management, infection control, organization performance and environment. JCAHO awarded full three-year accreditation to Bellevue Hospital Center, Coler/Goldwater Memorial Hospital, and Harlem Hospital Center in Manhattan; North Central Bronx Hospital; and Woodhull Medical and Mental Health Center in Brooklyn. The hospitals surveyed uniformly demonstrated a high degree of excellence, scoring above the national average. The average was 94 for the hospitals compared to national average of 88.

Renovations. HHC's capital plan to rebuild the Kings County Hospital Center and Queens Hospital Center is currently ahead of schedule. During the first four months of Fiscal 2000 HHC completed Phase I renovations of the medical emergency room at Harlem Hospital. In October 1999 HHC opened a new primary care clinic in Brooklyn's Flatbush community, and in January 2000, reopened the Park Slope primary care clinic that HHC expanded and relocated to a remodeled site. As planned, in October 1999 the Brooklyn Staten Island Family Health Network opened a new primary care clinic in Flatbush, and in February 2000 will reopen the Park Slope primary care clinic in a newly remodeled site.

NEW YORK/NEW YORK II

In April 1999 Mayor Giuliani and Governor Pataki announced agreement on the New York/New York II initiative. Under the agreement, the State and City will provide housing and community-based services to more than 2,300 homeless mentally ill persons. These services will be provided over a five-year period by opening 1,500 new residential beds, and by managing natural turnover in these special housing units as individuals recover from their illnesses and are able to live independently without residential support.

The original New York/New York program, completed in 1998, helped to decrease the number of mentally ill persons in the City's shelter system and on the streets of New York by providing safe housing together with health and social services. In 1990, at the start of the New York/New York program, there were more than 9,000 single adults in the city shelters; after the majority of New York/New York units opened in 1995, the number of single adults in shelters fell to just over 6,000.

The New York/New York II initiative targets mentally ill persons using emergency shelters; those discharged from hospitals with a history of homelessness; and those who are living in streets, parks, subways, and other public spaces. The State and City will provide more than \$100 million in funding over a five-year period. The State will finance the construction, as well as related mental health service costs, for 500 supervised single room occupancy beds, as well as 190 new apartments with associated support services for mentally ill individuals who do not require a supervised setting. The City will finance the construction of an additional 500 supervised single room occupancy beds, with the State financing related support services. The City has also agreed to dedicate other State aid, largely through the Community Mental Health Reinvestment program, to open an additional 310 beds and services for this population. The City plans to have 285 units ready for occupancy by the end of Fiscal 2000.

MANAGING MANDATED SERVICES

It costs \$12,000 annually to house and provide services to an individual in New York/New York housing, compared to an annual cost of \$20,000 to house a mentally ill individual in a city shelter bed.

NEW START CENTERS

In January 2000 the Department of Homeless Services' shelters were renamed New START Centers to better reflect the services currently provided. The acronym "START" stands for self-sufficiency, treatment, addiction control, rehabilitation and training.

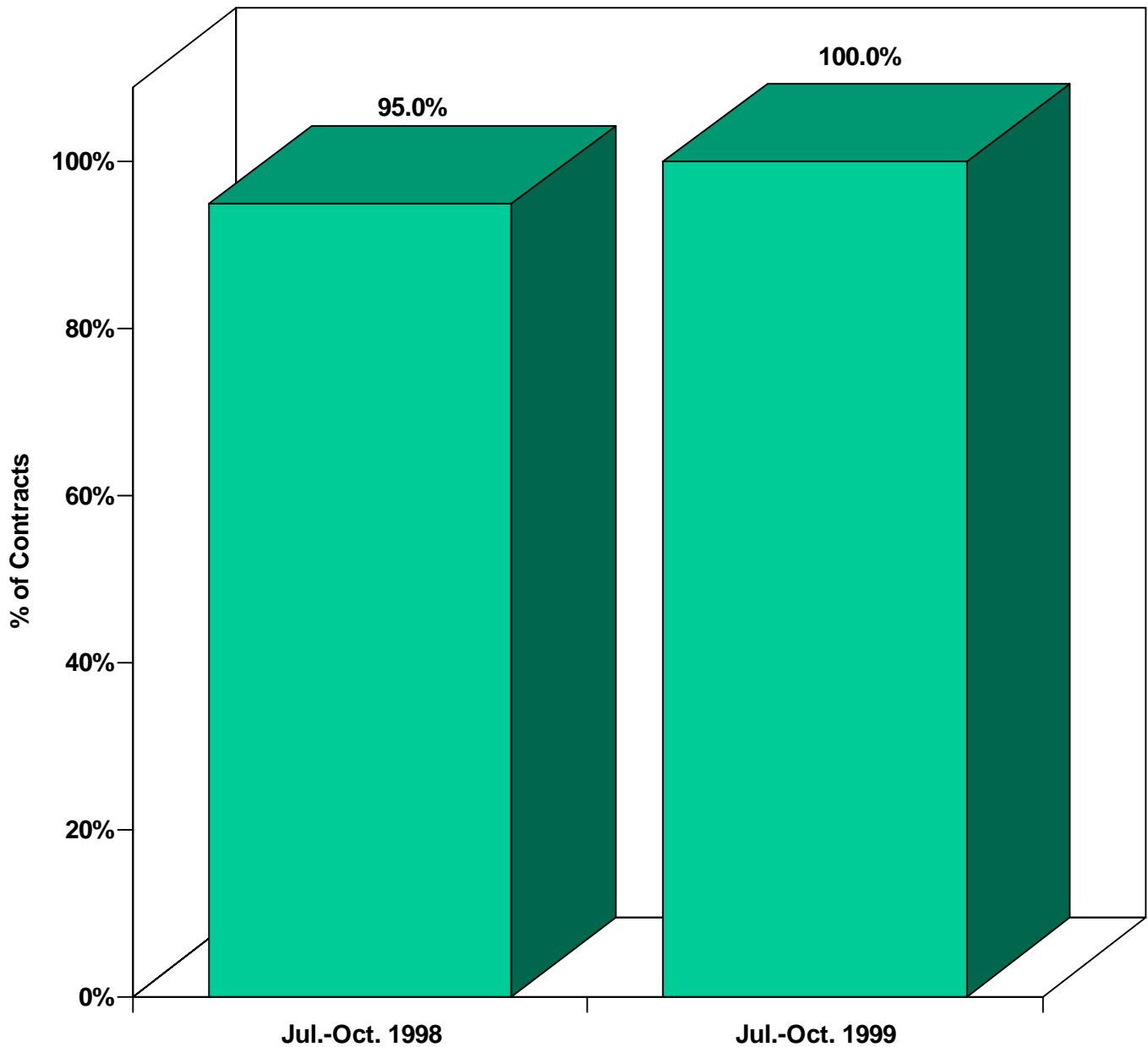
PERFORMANCE-BASED CONTRACTS IN THE SOCIAL SERVICES

One of the Giuliani Administration's most important reengineering initiatives is the introduction of outcome indicators in contracts for vendors that provide City services. This provides specific criteria for evaluating contract performance in addition to providing incentives for good performance. Performance-based criteria were first introduced broadly in contracted programs administered by the Department of Homeless Services, and this innovation has contributed substantially to the widely-recognized improvement in the environment and services offered to homeless families in City shelters. The City's social service agencies are completing the implementation of outcome-oriented requirements in all new contracts, and summary information based on these measures will be introduced in the Fiscal 2000 Mayor's Management Report.

- The Human Resources Administration (HRA) continues to include performance measures in 100 percent of its human service contracts. Measures include placing and ensuring retention of public assistance recipients in jobs; requiring that home care contractors achieve customer-reported satisfaction levels; performing assessments and service plans for clients at risk of homelessness within one business day, as well as preventing homelessness for all active Homelessness Prevention Unit cases; achieving a 90 percent occupancy rate in permanent congregate and scatter site housing for Division of AIDS Services clients; verifying customers' requests for emergency funds as a result of disasters within six to eight business hours; and assisting domestic violence victims in transitional housing or emergency shelters to obtain permanent housing within six months.
- In Fiscal 1999 the Department of Homeless Services (DHS) continued an incentive payment program that compensates providers for both exceeding overall performance standards and achieving specific outcome goals, such as making long-term placements and deterring client recidivism. The Program expects to pay approximately \$1 million to providers of family shelters and \$1.7 million to providers of single adult shelters through such incentives. In Fiscal 2000 the Department's performance-criteria work group will enhance the incentive payment program by refining employment and other indicators as necessary.
- The City has also introduced performance standards into affiliation agreements for the public hospital system. In Fiscal 1999 the Health and Hospitals Corporation (HHC) negotiated three new three-year performance- and productivity-based agreements with private medical institutions for the provision of health care in affiliation with HHC facilities. During Fiscal 2000 renegotiated affiliation agreements will include 14 new corporatwide performance indicators, for a total of 38 performance indicators; these will allow the Corporation to monitor and assess a wide range of activities and perform in-depth analysis of affiliate performance. The new indicators measure radiological exams, eye exams for diabetics, attending physician supervisory sessions and asthma care visits.

Human Resources Administration

Proportion of Human Services Contracts With Performance-Based Indicators July - October 1998 - 1999



MANAGING MANDATED SERVICES

NEW YORK CITY CENSUS 2000

In July 1996 Mayor Giuliani committed to ensuring that the effects of the census undercount of 1990, which resulted in the loss of representation and a reduction in federal funding for many City programs and services, would not be repeated in New York City on Census Day, April 1, 2000. To this purpose, Mayor Giuliani mandated the formation of New York City Census 2000 within the Office of the Mayor: it is charged with coordinating public education and outreach efforts to the City's diverse population with those of the federal government. The Office of Census 2000 began operations in December 1998, and immediately established a New York City Interagency Task Force on Census 2000. The main goals of the Office are to establish and maintain working relationships with the U.S. Bureau of the Census and its regional office, elected officials, other municipalities, private and public sector partners and sponsors, and special advisory committees comprised of members of the City's various ethnic groups and special needs populations, to ensure a complete count in the April 2000 census. In addition, the 70 City agencies and offices represented in the Interagency Task Force have submitted and are executing plans to educate consumers on the importance of participation in Census 2000 and, most important, of returning long and short census forms in the mail on April 1, 2000. An aggressive advertising and media campaign is currently in effect to educate the City's population on the importance of their participation in Census 2000.

The City's Office of Census 2000 has been recognized by U.S. Department of Commerce staff and the Presidential and Congressional Census 2000 Monitoring Boards as a leader and innovator in Census 2000 education and outreach efforts. The key qualitative measure of the City's outreach efforts will be the return rate of census forms on April 1, 2000. Every effort is being made to ensure the highest census form return rate possible.

TECHNOLOGY INITIATIVES

Technology is continually used to improve and enhance services throughout New York City government. The focus is on facilitating the sharing of information between agencies and with the public. The City's technology strategy is designed to maximize the efficiency of information systems and provide useful data for the managing critical services. The Mayor's Office of Operations works with the Department of Information Technology and Telecommunications (DoITT) and other oversight units to coordinate technology-related policy, acquisitions and innovations for all City agencies.

CITYWIDE INITIATIVES

Year 2000. New York City's preparations for the Year 2000 fell into two areas: City government's coordinated computer preparation program, designed to forestall failures in critical systems due to potential problems in date-specific data; and contingency plans developed by the Mayor's Office of Emergency Management for action to be taken in case of unforeseen system failures, on the part of government agencies or public utilities.

The Year 2000 problem arose due to the method used to store and process dates in computers and data files. Computer applications and technologies designed prior to the early 1990s needed to address the high cost of data storage and slow processing speed. As a result, systems were designed to store the year as a two-digit number with no reference to its corresponding century; 1998 was stored as "98" with no means of distinguishing it from 1898 or 2098. This method of storage primarily creates problems in calculating and sorting date-specific data.

In December 1996 the City's Year 2000 (Y2K) Project Office was established to develop a project methodology and coordinate the efforts of the 43 Mayoral agencies. The Y2K inventory and strategic planning steps identified 657 priority systems in the City. All work necessary to make these systems Y2K compliant was completed, and the City successfully entered into the Year 2000 with no operational or technology malfunctions. Highlights of the City's Year 2000 efforts include the following:

- Over 657 critical/high priority and 500 medium/low priority applications have been assessed, repaired or replaced since December 1996.
- A total of 71 applications were retired from production.
- The City was able to successfully consolidate five of its mainframe data centers (DOT, HPD, DOS, DOF, HRA) into DoITT's data center, thereby saving the City the cost of maintaining and upgrading multiple data centers throughout the City.
- The Taxi and Limousine Commission consolidated all of its antiquated mainframe and desktop applications into CAMIS -- an existing City-owned award-winning system -- designed to issue licenses and adjudicate fines. The system enables TLC to better maintain and access information on a summons, driver, owner or other medallion and for-hire vehicle data.
- Most of the City's personal computers have been replaced since 1996 with faster machines that are Y2K compliant.
- Agencies have upgraded their local and wide area networks to utilize the latest and most advanced network operating and management technology available. These upgrades strongly position the City to expand its use of web-based technologies and to expand agency use of internet and intranet applications.
- DoITT completed two planned mainframe upgrades, providing 25 percent more processing power and the capacity necessary for client agencies to remediate and test their applications for Y2K compliance. This additional processing power will provide the basic infrastructure to support the City's e-government initiatives.

TECHNOLOGY INITIATIVES

- Under the direction of the Mayor's Office of Emergency Management (OEM), city agencies developed contingency plans to continue operations in the event of a utility or technology system interruption. While this is the first time that plans of this nature or detail have been developed for these specific emergencies, the plans have placed the City in a better position to handle emergencies at the citywide and agency levels in the future.

While a tremendous amount of preparation went into preparing the City to enter the new millennium, the work has an even greater value as we enter the 21st century. Our technology systems are now faster and more up-to-date, and the equipment that these systems run on utilize the latest technology available. These factors have strategically placed the City in the best position possible to advance its next technology initiative, electronic government (e-gov). Through e-gov, the City will improve public access to government by increasing the number of services which can be accessed electronically via the internet, voice, or kiosk technology 24 hours a day, 7 days a week, 365 days a year.

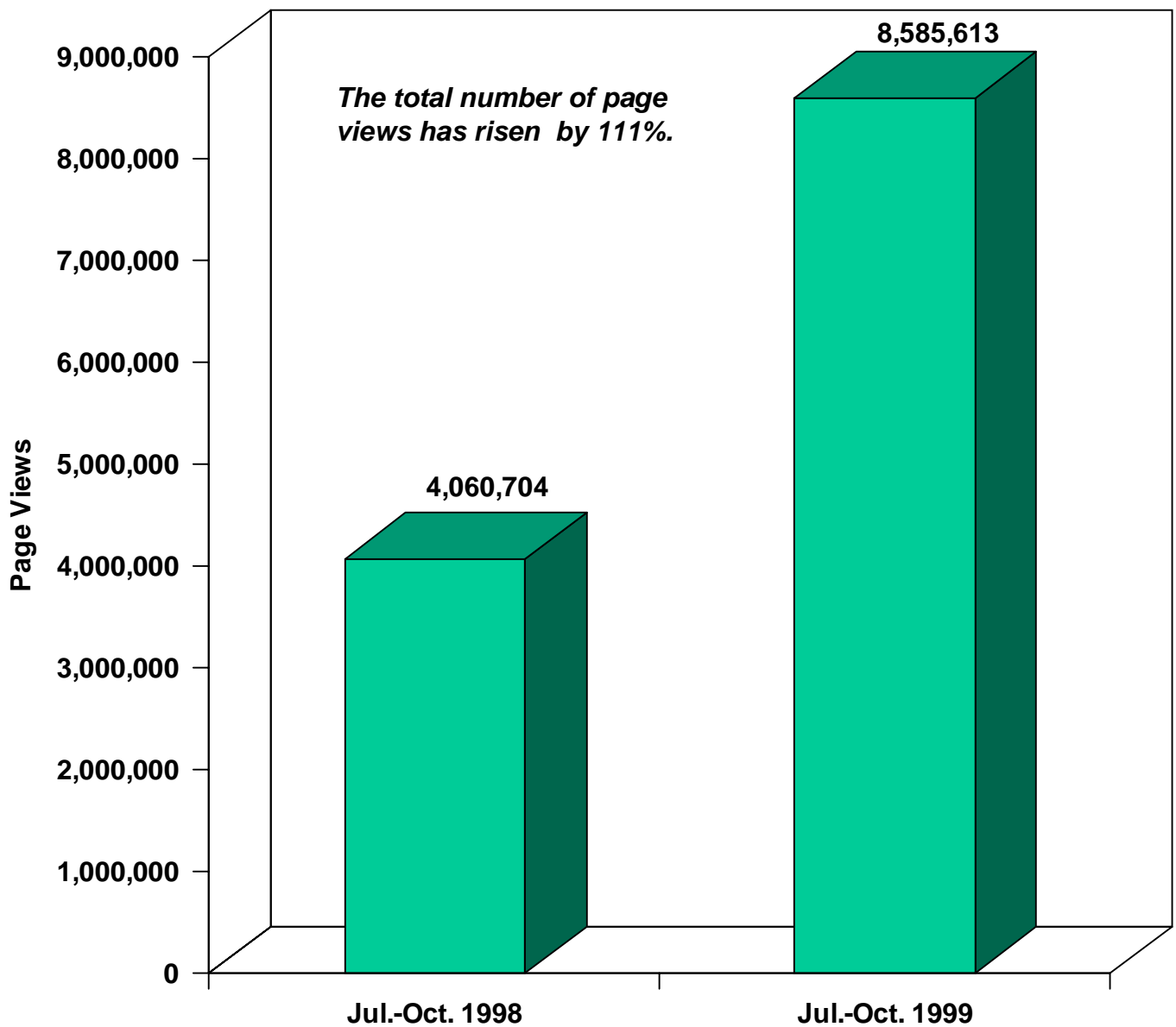
NYC Office of New Media. In the first four months of Fiscal 2000, the New York City Office of New Media (ONM), working with Communications Liaisons in over 75 Mayoral agencies and offices, continued to break new ground in providing the public with electronic access to City government by further developing NYC LINK™, the official New York City Web site (nyclink.org). Under ONM's management, NYC LINK™ continued its success in making the Internet a routine vehicle used by the public to get information from, and to transact business with, the City of New York. The number of NYC LINK™ page views by visitors reached 8,585,613, during the first four months of Fiscal 2000, a remarkable increase of 111 percent from the corresponding period in Fiscal 1999. A popular feature on NYC LINK™ is the ability to submit messages directly to agency heads. A total of 10,475 of these messages were sent in the first four months of Fiscal 2000, representing a 62 percent increase from the same period in Fiscal 1999.

More than 30 new features have been added to NYC LINK™ during Fiscal 2000 to date, including the following:

- New web pages appeared for the Mayor's Office of Grants Administration, Mayor's Office for People with Disabilities, the Mayor's Anti-Graffiti Task Force, the Mayor's Task Force on Biomedical Research and Development, the Tax Commission, the Arts Commission, and TSASC, Inc., the not-for-profit corporation authorized to issue bonds secured by Tobacco Settlement Revenues.
- The Mayor's Office of Operations, with technical support from ONM, presented a live web cast of Mayor Giuliani's September 1999 press conference on the release of the Fiscal 1999 Mayor's Management Report. An on-demand version of this web cast and accompanying chart presentation can be found on the Office of the Mayor "Major Addresses" content page. Live web casts have since been conducted for the Mayor's January 2000 State of the City address, and for his press conference on the release of the January 2000 Financial Plan.
- ONM, the Mayor's Office of Emergency Management (OEM), and the Department of Health provided around-the-clock updates informing the public of the latest information during the West Nile Fever Public Health Alert, including maps detailing the citywide spraying schedule.
- ONM and the Office of Emergency Management also worked together to provide round-the-clock updates of the City's contingency plans for the threatened mass transit strike, as well as hurricane preparedness information in anticipation of possible damage from Hurricane Floyd.
- The Department of Finance implemented its Parking Violations Parking Ticket On-Line Payment Request service, described in detail later in this chapter.

New York City Office of New Media

Total NYC LINK™ Page Views



TECHNOLOGY INITIATIVES

- The Department of Sanitation implemented a real-time interactive trash collection and recycling schedule application. By entering their address, users can immediately obtain schedule information specific to their location.
- The Department of Citywide Administrative Services created an on-line application process for students interested in applying for the Urban Fellows and Government Scholars programs.
- The Department of City Planning introduced interactive maps showing community district boundaries throughout all five boroughs -- representing over 200 neighborhoods.
- The Department of Information, Technology and Telecommunications (DoITT) created an on-line IT Fellows Recruitment form.

In addition, several agencies redesigned their web pages, including the Commission for the United Nations, Consular Corp and Protocol; the Commission to Combat Family Violence; the New York City Police Department; the Health and Hospitals Corporation; the Department of Mental Health, Mental Retardation and Alcoholism Services; the Department of Business Services; and DoITT.

On September 30th, 1999, NYC LINK™ received the First Annual Public Sector Innovation Council award for "Excellence in Customer Service in the Internet Economy." In January 2000, NYC LINK™ was selected "Best of the Web" by PoliticsOnline/NetPulse magazine. Also in January 2000, NYC LINK™ was selected "Best of the Web" in two categories ("interactivity" and "cities-general") for MuniNet's government Web site awards.

Technology Steering Committee. The Technology Steering Committee, comprised of the Department of Information Technology and Telecommunications, the Mayor's Office of Operations, and the Office of Management and Budget, published the City's first citywide Information Technology Strategy on March 1, 1999, as required under Mayoral Executive Order No. 43. The strategy emphasizes the importance of technology to the future success of key City initiatives and provides a multi-year framework for the use of information technology. The text of the Information Technology Strategy can be found on NYC LINK™, the City's official web site, at www.ci.nyc.ny.us/itstrategy. The strategy defines six goals:

- Develop and expand the electronic delivery of government services over the Internet and/or through other electronic media.
- Achieve a comprehensive, inter-operable technology infrastructure, ensuring that the City's computers can share information.
- Develop the means to effectively recruit and train the City's information technology staff.
- Establish a process to invest in the best and highest-priority technology projects.
- Ensure that the City's computers are protected and secure.
- Ensure that the City's computer network will effectively communicate with the federal and State governments, and with community organizations and other stakeholders.

As required under Mayoral Executive Order No. 43, in January 1999 agencies submitted draft annual technology plans to the Technology Steering Committee for review and approval. The committee then met with each agency to finalize Fiscal 2000 proposals, using factors such as cost, compatibility with the City's overall strategic plan and most appropriate choice of technologies.

TECHNOLOGY INITIATIVES

Key functions and activities of the committee are described below:

- The committee reviews and approves all senior-level technology candidates proposed for appointment at Mayoral agencies. In Fiscal 1999 it approved 17 candidates for senior-level technology appointments.
- The Procurement Subcommittee was formed to explore and coordinate procurement reform using information technologies. The subcommittee's members include representatives from the Mayor's Office of Contracts, the Office of Management and Budget, the Department of Citywide and Administrative Services, DoITT and the Law Department.
- The Security Subcommittee was formed to develop and deploy a citywide information security program that provides security policies, standards, procedures and services that support the City's business strategy. The Department of Investigation leads the subcommittee.
- The Geographic Information Systems (GIS) Subcommittee will coordinate the City's diverse GIS systems and activities to maximize the use of technology. The subcommittee is led by members of DoITT, the Office of Emergency Management and the Mayor's Office of Operations.
- The New York City Automated Personnel System Subcommittee was created to plan and implement a new citywide human resource management system for the City. The subcommittee is led by DCAS with representatives from the Office of Labor Relations, the Mayor's Office of Contracts, DoITT, the Office of Management and Budget, and the Mayor's Office of Operations.
- The Standards Subcommittee will recommend information technology standards to ensure that shared data and resources are compatible and can be integrated throughout the City.

The Technology Steering Committee has begun to work with the Center for Technology in Government at the State University of New York at Albany to enhance the City's planning and budgeting process for information technology. The project will use technology to improve the way that City agencies collect, categorize, analyze, coordinate and disseminate technology-related information so that technological innovations can be successfully planned and implemented to better serve the City's citizens. The Center for Technology in Government's efforts are funded by the National Science Foundation, and are part of a multi-year program to improve the use of information by State and local government entities.

Technology Fund. Dedicated to keeping abreast of evolving technological innovations, in Fiscal 1996 the City established the Technology Fund with an allocation of \$30 million to be equally distributed over a three year period ending in Fiscal 1999. Administered by the Mayor's Office of Operations, Technology Fund has provided agencies with the necessary capital financial resources to implement information technology projects directly aimed at improving service delivery to the public.

Through the Technology Fund, DoITT has successfully implemented the initial phase of the Automatic Call Distribution (ACD) project that will improve call center customer service in ten agencies. During the first four months of Fiscal 2000 the Mayor's Action Center was successfully integrated into the new system. ACD provides agency managers with real-time data on call volume, call queuing and agent status, and detailed statistics to maximize agent productivity and improve service. The Department of Transportation's MIS Help Desk operation will be the next agency merged into the ACD system. Beginning in Fiscal 2000 the Taxi and Limousine Commission, the Departments of Consumer Affairs, Aging, Buildings, Transportation (a second application), and Health and the Board of Elections will be included in the ACD initiative.

The Department of Buildings also received funding to implement a queue system and place customer service kiosks in its borough offices, create a Centralized Call Center equipped with state-of-the-art technology, and purchase hand-help computers for its elevator inspectors.

TECHNOLOGY INITIATIVES

Bridging technology into the 21st century remains a priority throughout City government. In Fiscal 2000 the City budgeted another \$30 million for the Technology Fund to be equally distributed over a three-year period through Fiscal 2002.

E-GOVERNMENT

Financial Management System. The City's newly created Financial Management System (FMS) has replaced 11 major City systems built over the last 20 years. The new system manages a \$35 billion Government Fund and over \$6 billion in capital activity. In addition, FMS has made major improvements on the City's technological infrastructure that includes a new central server complex, new central network, new agency LANS and new workstations throughout the City. FMS will include implementation of a data warehouse, e-commerce and Internet access.

Citywide Agency Management Information System. The Department of Finance (DOF) received a best practices award for the City Agency Management Information System (CAMIS), which provides multiple agencies with consolidated, immediate and vital information about businesses operating in the City, including information on licenses, violations, complaints, dispositions, payments and owed debts. In September 1999 the Taxi and Limousine Commission (TLC) completed its second phase of CAMIS by bringing all legal and enforcement data-functions on line. The system will enable TLC to better maintain and access information on summons, driver, owner, and other medallion and for-hire vehicle data.

Maintenance Control Management System. The Department of Citywide Administrative Services (DCAS) completed installation of the Maintenance Control Management System (MCMS) at the New York Police Department, the Department of Correction, the Fire Department and the Department of Environmental Protection during Fiscal 1999. In early Fiscal 2000 installation was also completed at the New York City Housing Authority and the Departments of Health, Transportation, and Parks and Recreation. Installation of MCMS at the Department of Sanitation is scheduled for completion in Fall 2000. MCMS has improved citywide vehicle maintenance and management by enabling agencies to schedule preventive maintenance, manage parts and track parts' vendor information, and input repair information directly via handheld computers.

NYCSERV. The Department of Finance continues its multi-agency consolidation technology project, known as NYCSERV. The current phase of the NYCSERV project includes the design, development and integration of technology enhancements to consolidate City payments, licensing, collection and adjudication processes. This will improve productivity and customer service, and make revenue collection more efficient. Screen reviews and usability tests began in November 1999. The macro-design phase of this portion of the project was completed in January 2000. Usability testing began in February 2000. All micro-designs will be completed by the end of March 2000, at which time the development phase will commence.

NYCAPS. To improve consistency and efficiency of personnel data, DCAS is currently developing the New York City Automated Personnel System (NYCAPS). Under the current system, personnel information that is maintained by the operating agencies is generally accurate. However, because some City systems are not linked, data can be inconsistent. Employee data that is maintained by City oversight agencies now matches corresponding agency records as a result of DCAS' implementation of automated personnel action processing. The Traveling Personnel Folder has significantly reduced paper flow, and the implementation of NYCAPS will reduce paper flow even further. At the present time, there are independent systems being used, but NYCAPS will consolidate these into one central system. Evaluation of the software products was completed and DCAS has selected a software product and expects to complete the first phase by June 2001.

TECHNOLOGY INITIATIVES

Social Services Contracting. In conjunction with the Human Services Action Group (HSAG), DoITT will develop the Extranet project and coordinate its use across City agencies and the New York City provider community. The Human Services Extranet will use Internet technology to link human service contractors with the City's eight human services agencies. It will be an electronic network that restructures and improves the conventional information exchange between government human service providers and their provider organizations. This system will equip public, private and not-for-profit participating agencies with advanced communication, information and case management technologies.

Geographic Information System. The City has placed an increasing focus on implementing a Citywide Geographic Information System (GIS). The Department of Environmental Protection (DEP) is continuing its development of a citywide computerized basemap that will serve as its GIS foundation. DEP has converted aerial photographs to a digital basemap of Manhattan, completed in August 1999, and Staten Island, completed in November 1999. DEP has also completed computer maps for the City water mains and plans to convert these to the new basemap in the first quarter of Fiscal 2001. DEP has released a Request for Qualifications (RFQ) to establish a list of qualified vendors. The Request for Proposals (RFP) to develop a map of the sewer system is under review and is scheduled for release by the end of Fiscal 2000. The Department of Parks and Recreation (DPR) has established a single software standard for GIS within the agency. By Spring 2000 DPR will have converted and consolidated all GIS databases to a central repository. DPR is also designing the GIS architecture and security controls. In addition, the DPR is seeking funding for the digital mapping of park interiors, which is currently not available the official NYC basemap developed by DEP.

Automated Kiosks. During the first four months of Fiscal 2000 DoITT received responses to its revised RFP for CityAccess kiosks. The Selection Committee reviewed the technical merits of each of the proposals, followed by a detailed financial review. DoITT expects to select a vendor(s) by the first quarter of calendar 2000. Contingent upon contract award, DoITT expects to meet its objective to deploy at least one kiosk in each of the City's 59 Community Boards in Fiscal 2000.

In Fiscal 1999 the Department of Buildings (DOB) received a grant from the Mayor's Office of Operations Technology Fund to place customer service kiosks in all of its borough offices. Customers will be able to access DOB's web site and print out various information and forms at the kiosks. The kiosks will be placed in the borough offices by the end of Fiscal 2000.

PUBLIC SAFETY

Police Department. In the second half of Fiscal 1999 the New York City Police Department (NYPD) web pages were enhanced to provide information about crime prevention, the Department's crime control strategies and upcoming police officer examinations. NYPD completed the installation of the new Transit Division Local Area Network at all 12 transit districts. It also finished installing the Housing Bureau's Local Area Network at all nine housing service areas. Both networks provide links to the On-Line Complaint System, improving the accuracy of crime tracking and reporting.

In June 1999 NYPD established a paperless criminal intelligence reporting system and an automated intelligence database that provides more timely police intelligence information to investigators, including information about narcotics, gangs and organized crime activities. The Department's radio communication system was expanded in Fiscal 1999, increasing the number of patrol zones of communication from 24 to 35. With fewer patrol units assigned to each zone, radio traffic congestion will be decreased and radio patrol runs will be dispatched more efficiently.

TECHNOLOGY INITIATIVES

During the reporting period NYPD expanded its use of closed circuit television (CCTV) technology, which helped produce significant decreases in major felony crime. With the installation of the CCTV system, major felony crime was reduced by 19 percent at the Albany Houses and 22 percent at the Grant Houses in Manhattan during the last six months of Calendar 1999, compared to the same period of Calendar 1998. During the reporting period NYPD installed 27 CCTV cameras at the South Jamaica Houses in Queens, for a total of 247 cameras. During the first four months of Fiscal 2000 the Department installed 120 CCTV cameras in the Bronx River Houses and 54 cameras in the Stapleton Houses on Staten Island. NYPD is also in the process of procuring a Computer Aided Dispatch system.

Criminal Justice Information System. In November 1999 the automated Criminal Justice Information System (CJIS) became operational. The new system provides a shared database for users including the Office of the Criminal Justice Coordinator, the Police Department, the Department of Probation, the Department of Juvenile Justice, and the Law Department, eliminating duplication, allowing for access to up-to-date on-line information, and enhancing management reporting capabilities. CJIS provides critical information about arrested youth to criminal justice agencies, including biographical data, booking information, criminal offense information, warrant information, medical profiles and family data. User agencies are working with DoITT and a private vendor to enhance CJIS' warrant tracking mechanism and eliminate duplicate data from merged agency databases.

Fire Department. The Fire Department's new technology center will be housed at 11 MetroTech in Brooklyn. The MetroTech facility is a state-of-the-art building designed to house critical communications operations. The Department's new technology center will house the EMS Computer Aided Dispatch (CAD) equipment, the EMS CAD backup system, Local Area Network (LAN) equipment, and radio logging equipment. Construction was completed on schedule in November 1999; equipment is being relocated to the new site for installation and testing, and staff will relocate in April 2000.

FDNY has initiated a plan to automate Ambulance Call Reports (ACR), also called Pen-Based Patient Care. This system uses handheld mobile data terminals that allow EMTs and paramedics to input vital patient information instead of recording it manually on paper. The Pen-Based Patient Care System software development is expected to resume Winter 2000, due to a vendor delay. The system will be piloted Winter 2000.

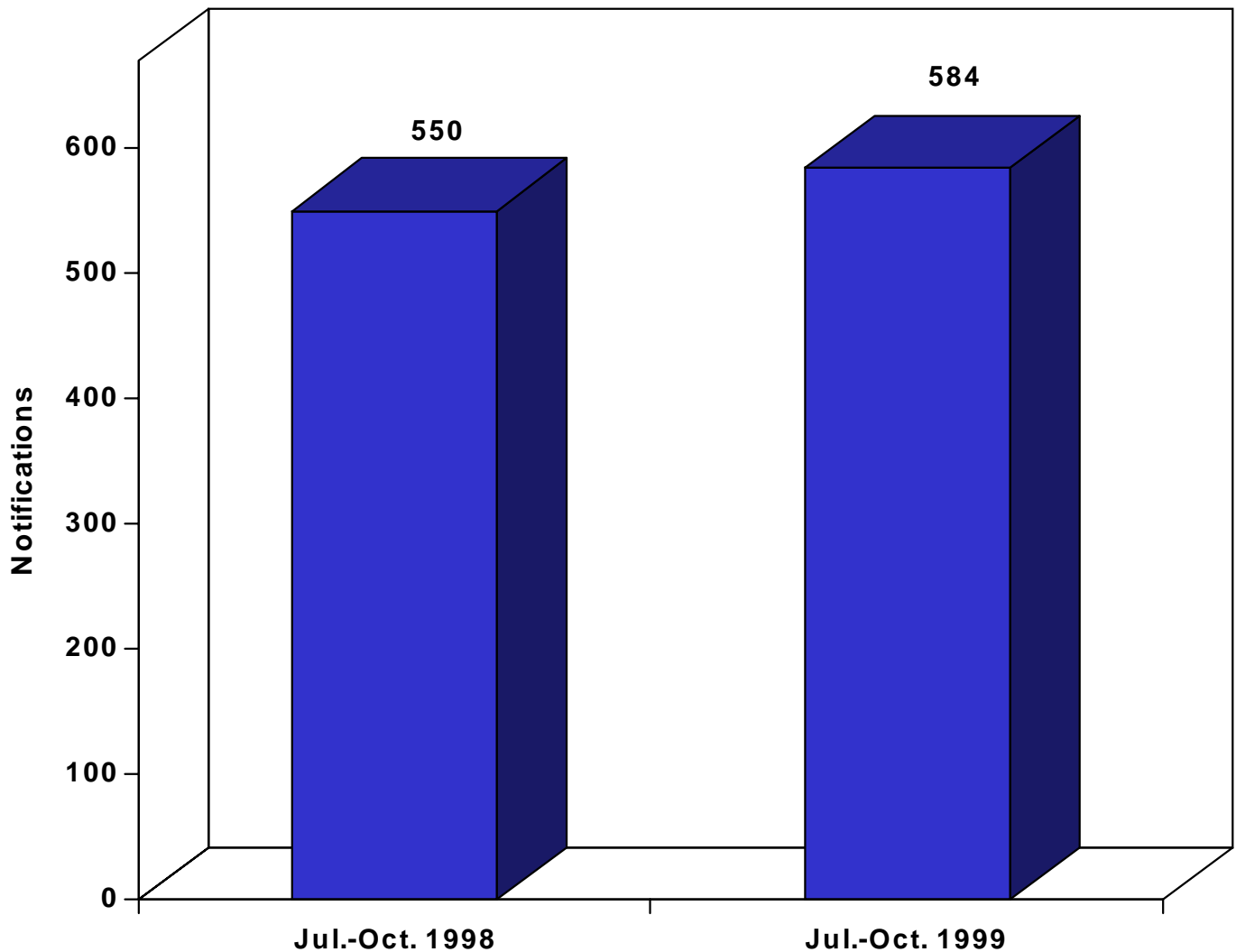
Department of Correction. From September 1998 through November 1999 the Department participated in the State DNA Identification Index Program for City-sentenced inmates. By order of new legislation and in conjunction with the New York State Police Division of Criminal Justice Services, 155 blood samples of inmates who met specific criteria were collected and submitted for testing and cataloging during the above period. The success of this early phase led to the legislation that expanded the eligibility criteria, which allowed a greater number of inmates to be indexed. As a direct result of this expansion, the Department expects to collect many more blood samples during the remainder of Fiscal 2000.

Since its inception in October 1997, approximately 4,727 victims have registered with the Victim (Information) Notification System (VINE). A videotape curriculum trains citizens on the use of VINE, which automatically notifies registered crime victims when an inmate is released from DOC custody and provides verification about persons still in the DOC system. Since January 1999 callers have also been able to use the VINE system to check the status of inmates in the custody of the State Department of Correctional Services. A total of 17,108 calls were placed to VINE during the first four months of Fiscal 2000; 584 confirmed notifications of crime victims were made through VINE.

The Department's Video Conferencing Project, which has undergone a steady expansion in Brooklyn since the program's inception in Fiscal 1996, allows for instant video links and communication among the courts, attorneys, probation officers and inmates while ensuring that hearings are held on time and transportation costs are reduced. In conjunction with both the Brooklyn Supreme Court and the Department of Probation, DOC has expanded video conferencing capabilities to several inmate facilities on Rikers Island, and anticipates expansion to another facility before January 2001.

Department of Correction

Victim Notification System (VINE) Confirmed Notifications of Crime Victims July - October 1998 - 1999



TECHNOLOGY INITIATIVES

Department of Probation. During the reporting period the Department of Probation (DOP) continued to work on the Adult Restructuring Tracking System (ARTS) project. ARTS, which is a database designed for tracking the progress of adult probationers, is currently composed of over 300 work stations, and DOP projects an expansion to 400 work stations by the end of Fiscal 2000. The eventual goal is the complete installation and integration of ARTS terminals throughout all of DOP's citywide facilities. New features over the past several months include the NYC Gang Information Screen, a module to process rearrest information and DNA tracking.

During the first four months of Fiscal 2000 DOP was successful in working with the Department of Correction (DOC) in accessing criminal history information contained in DOC's Inmate Information System (IIS). The system allows Probation officers access to criminal history information about inmates held in DOC custody, thus helping them prepare Pre-Sentence Investigation reports. In addition to IIS, Probation can also access the Criminal Justice Information System (CJIS), described above.

INFRASTRUCTURE AND COMMUNITY SERVICES

Department of Transportation. In August 1998 the Department of Transportation (DOT) received \$25,000 from the Mayor's Office of Operations Customer Service Fund to enhance its home page by including interactive maps that show commercial truck routes, bicycle and ferry routes, parking facilities, bridges, points of interest and neighborhoods in the five boroughs. The maps have become the most popular section of the DOT home page. In February 1999 DOT also added a weekly calendar of resurfacing activity to the DOT home page on NYC LINK™, the City's official web site, to provide residents and motorists with updated information on traffic conditions.

Department of Environmental Protection. In April 1999 the Department expanded its new automated complaint response system citywide. The system improves DEP's responsiveness to emergencies and customer service requests, and permits faster and more detailed reporting by storing complaint information. The Department began adding assets, such as hardware to the complaint system, in September 1999. Once completed, the complaint and asset data will be linked to the Geographic Information System (GIS) allowing the Department to review complaint information when planning major infrastructure repairs. The link to the GIS will allow data to be viewed and analyzed on a geographic basis. DEP plans to grant all community boards viewing access to the system by the end of the fiscal year.

In December 1999 DEP completed the replication of the Air Facilities System (AFS) database currently used by the New York State Department of Environmental Conservation (NYSDEC) to issue permits to owners of stationary sources that have air emissions, such as boilers, fuel burning equipment and motors. AFS has been modified to issue permits pursuant to the City's air code, track renewal dates and generate renewal notices. Although the new system is fully compatible with the one used by NYSDEC, they are not linked. DEP's goal is to achieve a common, linked system by the end of Fiscal 2000.

Department of Housing Preservation and Development. In July 1999 HPD's Housing Education Program (HEP) began using interactive television and video technology to increase the number of owners who are able to participate in its training programs. Through this technology, HEP is linking classrooms throughout the City and enabling a single teacher at one location to teach students at remote sites. Students in various locations, currently Hunter College, Lehman College and the Borough of Manhattan Community College, are able to engage in discussion with the teacher as well as students in other classrooms. A total of 195 students participated during the reporting period. HEP has used the system for one course, Introduction to Building Management and Systems for Residential Property Owners, and intends to expand the initiative to other courses in the future.

TECHNOLOGY INITIATIVES

Department of Design and Construction. In Fiscal 1999 DDC developed a customized computer application, Contract Data System (CDS) to centrally maintain information on all DDC contracts. The benefits of CDS, which will be implemented in two phases, include improved facilities to manage the capital commitment plan, project schedules and budgets. Phase I, implemented in December 1999, provides links from contract data to project and payment data in other DDC systems, including Project Info, Contract Ledger and PAYLOG. Phase II will add vendor performance tracking and enhanced historical information on contracts to better evaluate the qualifications of prospective contractors. The full implementation of CDS is scheduled for October 2000.

DDC is planning a pilot of new ultra-light dynamic penetrometer technology to monitor the compaction of backfill during trench restoration, such as the backfill of street excavations. This equipment can measure the density of a compacted trench, layer by layer, up to 30 feet in depth and transfer the results to a laptop computer for instantaneous analysis. The improved ability to ensure that soil compaction is in compliance with specifications for this project should result in higher quality roadwork.

Department of Parks and Recreation. During the reporting period, the Department of Parks and Recreation (DPR) investigated new technology that would upgrade its Sportslog recreation software to an Internet-based system. This would allow DPR to issue ball field permits, tennis permits and recreation center memberships online. DPR currently has Sportslog in 13 recreation centers. Instead of implementing Sportslog at another four recreation centers as originally planned, DPR installed the system at seven ballfield permit offices and five tennis permit offices. Through Sportslog new members of recreation centers can register in less than five minutes and allows current season ballfield and tennis permit holders can mail renewals.

Landmarks Preservation Commission. In January 2000 the Landmarks Preservation Commission (LPC) completed an upgrade of its Violations Information Program, which produces specialized reports, links with LPC's Permit Application Tracking System, tracks information regarding docket schedules, fine schedules and violation resolutions.

Permit Coordination. In Fiscal 2000 City agencies continued to work together on a New Permit Coordination initiative. The Police Department, the Fire Department, the Community Assistance Unit, the Departments of Transportation, Environmental Protection, Parks and Recreation, Information Technology and Telecommunications, and Design and Construction, and the Mayor's Office of Film, Theater and Broadcasting are being led by the Mayor's Office of Operations in establishing a uniform citywide procedure for issuing all permits that affect traffic and street conditions. The Department of Transportation adapted its Management Oriented Street Attribute Information Control System (MOSAICS) street permitting system to accommodate use by the other agencies. Each permit-issuing agency is now entering its data and accessing other agency data through the MOSAICS system to identify and resolve conflicts, improve traffic mobility and avoid unnecessary street closures. Additionally, as of January 2000 the permit-issuing agencies have access to a state-of-the art Geographic Information Systems permit-mapping system. The system displays updated information on street closures and areas reserved for special events, construction, emergency repairs and motion picture filming.

Department of Business Services. Supplementing its Y2K remediation efforts, the Department of Business Services (DBS) has upgraded and expanded the capabilities of the software and databases supporting the agency's programs. For example, the new Bid-Match system will send coded bid information via e-mail using two servers directly from City agencies and independent of NYC LINK™, the City's official web site. Better coding capabilities will also enable Bid-Match registered vendors to receive only those bids relevant to their business. Eventually, Bid-Match data will be incorporated into the City's FMS system, enabling DBS to generate more useful query reports.

TECHNOLOGY INITIATIVES

Office of Administrative Trials and Hearings. Rec-Tech, an interagency working group established in Fiscal 1997, was created both to enhance the use of technology by, and to share resources among, the eight City agencies located at 40 Rector Street. At this location, a new Y2K-compliant building access security system is being acquired and installed by the end of April 2000 under a Y2K capital budget allocation. The delay in installation was due to changes in the contract that require a single vendor to supply both hardware and installation services, rather than two separate vendors. The new security access system will be integrated into the existing Rec-Tech computer network and will allow local administration by each user agency. Bids have been solicited from qualified contractors.

HEALTH AND HUMAN SERVICES

Department of Health. In October 1999 the software acquired by the Department of Health (DOH) to provide community health data became fully operational and is being used by staff in several programs. The application merges the Department's surveillance data with other data sources such as the U.S. Census and New York State's hospitalization database and allows staff to analyze the information using reports that contain maps, charts and graphs. In its first month of use, the system provided data that was useful for targeting multilingual outreach workers to neighborhoods affected by the West Nile virus.

DOH is currently negotiating with a vendor to provide it with an e-commerce application allowing the public to purchase birth certificates using a credit card on NYC LINK™, the City's official web site. DOH is also developing a secure Extranet application that will allow hospitals and funeral homes to sign death certificates and apply for burial permits on NYC LINK™.

In January 2000 the DOH phased in the Person Registry Information Management Environment system (PRIME), which will automate the collection, tracking and analysis of all health events in New York City. PRIME will improve DOH's ability to develop a comprehensive picture of the health of the City across community boundaries and disease type.

In the first four months of Fiscal 2000 the Department continued to work with a vendor to implement the handheld computer project for restaurant inspections. By August 2000 the Department will fully implement the handheld computer system for all inspectors performing food service inspections. The public will have access to restaurant inspection results by restaurant or neighborhood through DOH's proposed web site enhancements in early Calendar 2000.

Office of the Chief Medical Examiner. The Office of the Chief Medical Examiner (OCME) in cooperation with the New York City Police Department (NYPD) will inaugurate a new High Sensitivity DNA laboratory in Fiscal 2001. This laboratory will expand the range of DNA testing from the current sexual assault and homicide cases to stolen vehicles, burglary and robbery cases. The Office also will start design on a new consolidated DNA facility to accommodate the anticipated demand for additional DNA testing. This new facility will consolidate the two current facilities and another planned DNA facility into one state-of-the-art DNA laboratory.

Human Resources Administration. By the end of Calendar 1999 the Human Resources Administration (HRA) completed testing of the AUTOTIME programs for full-time employee timesheets. AUTOTIME replaces time clocks and forms with computer and card-swipe technologies to monitor electronically employees' attendance and leave. Full implementation of the system, including the electronic transmission of time sheet records to the Payroll Management System, is expected by the end of Fiscal 2000.

TECHNOLOGY INITIATIVES

During the reporting period HRA continued the development of the Paperless Office System (POS), which automated the Public Assistance (PA) application process at one Job Center and the recertification process at one Income Support Center, thereby eliminating the use of paper for these transactions. At the end of Calendar 1999 the agency piloted the new State-authorized link to the Welfare Management System (WMS), which will improve POS' reliability and speed. HRA will begin POS installation at other Job Centers after testing the WMS link at the pilot location for six months beginning in July 2000.

Administration for Children's Services. In Fiscal 1999 ACS began developing the Medical Information Tracking System (MITS), establishing a centralized medical data bank for children in foster care. ACS has completed design of the MITS program and piloted a health summary form. The form captures both required medical care information and clinical profiles of children, and will serve as the basis for designing much of the MITS tracking system. In July 1999 ACS established a community planning group, comprised of management information systems representatives from contract agencies, to assist in MITS implementation.

Department of Homeless Services. The Mayor's Office of Operations' Technology Fund supports the Department of Homeless Services' (DHS) Automated Finger Imaging System (AFIS), which is a client identification system. During July and August 1999, 4,000 single adult clients residing in DHS shelters were enrolled in AFIS using portable laptop computers. In December 1998 the Department began using AFIS to enroll men entering the shelter system at the 30th Street Men's Intake Center. By the end of Fiscal 2000 the remaining 15 percent of single adult shelter clients will receive an appointment to enroll in AFIS at a central location. After February 2000 all new clients entering the single adult shelter system will be enrolled in AFIS during intake on an ongoing basis.

DHS is continuing to develop a new client tracking system and the initial phase, including data collection of client identification and client placement information, should be completed by the end of Fiscal 2000. The system will be fully operational by the end of Fiscal 2001 when the case management portion will be implemented. DHS will continue to use its existing system until the new one is complete.

Department for the Aging. In the first four months of Fiscal 2000 the Department for the Aging (DFTA) added the Provider Data System (PDS) at one program site, bringing the total number of DFTA sites with PDS to 341. Between January and June 2000 the remaining 49 sites will be added, bringing the total to 390. PDS automates service provider operations and manages client and employee data.

The Department is expanding the number of benefit programs available on the UNI-Form Benefit Assessment System from eight to 13 in Fiscal 2000. The new programs will include Supplemental Security Income (SSI), Food Stamps and Medicaid. The UNI-Form Benefits Assessments System screens applicants for eligibility and facilitates the completion of applications for a range of entitlement programs. The Department plans to install the expanded UNI-Form at 50 sites in Fiscal 2000 to bring the total number of UNI-Form sites to 92.

Board of Education. In Fiscal 1999 the first phase of the Data Warehouse was fully implemented. The warehouse stores information on students, including demographic and enrollment data, citywide performance data and special education referrals. During the 1999-2000 school year the Division of Instructional and Information Technology (DIIT) will work on the next phase of the data warehouse project, which will provide users, including District Superintendents and school principals, with technical support to develop customized financial and management reports.

TECHNOLOGY INITIATIVES

Project Connect is a multi-year initiative to provide schools with the capability to access the Internet through a wide-area network linking classrooms, libraries and administration areas in all schools to each other, the Internet and the MetroTech Data Center. In Fiscal 2000, through DIIT, the Board will continue to provide additional infrastructure, which will build upon the connectivity provided in Fiscal 1999. This will include the communication circuits and equipment required to establish connectivity in new schools not addressed in the previous year and additional cable infrastructure into more classrooms to help achieve the Board's long-range goal of Internet access in every public school classroom by June 2002. In Fiscal 1999 DIIT provided networks to 56 schools. In Fiscal 2000 it will provide networks to 166 schools, and 450 schools during Fiscal 2001.

School Construction Authority. During Fiscal 1998 the School Construction Authority (SCA) introduced software that allows it to manage its projects more effectively using a central database. By September 1999 all design and construction staff were trained in the new software. In addition, in early Fiscal 1999 SCA hired a consultant to identify a financial reporting system to be integrated into this new software; the system will enable the Board and SCA to track the progress of the new Five-Year Capital Plan for schools.

REGULATORY AND ADMINISTRATIVE SERVICES

Department of Finance. The Department of Finance (DOF) was one of three City agencies to receive an agency best practices award from a major internet networking firm. DOF received an award for the City Agency's Management Information System (CAMIS), which provides multiple agencies with consolidated, immediate and vital information about businesses operating in the City; including information on licenses, violations, complaints, dispositions, payments and owed debts.

In September 1999 a new lockbox contractor began processing electronic hotel tax forms, including tele-filings. Beginning with the December 1999 returns, the lockbox will be accepting PC-based filings. The hotel tax PC Access program file is now posted on DOF's web page and is available for downloading. A review of the success of the lockbox contract will be conducted after three-quarters of hotel tax returns are filed. DOF will then determine whether to expand alternative tax form options to filings for other business taxes.

On January 14, 2000, Mayor Giuliani announced that motorists will now be able to pay their parking violations over the Internet using a major credit card or a debit card with a MasterCard or Visa logo. Individuals can utilize this free service by logging onto the Department of Finance's website at <http://nyclink.org/finance>. The on-line payment service is the latest in the Department of Finance's recent initiatives to expand credit and debit card payment options; last year the Department began accepting credit card payments for parking violations through the City's network of payment kiosks. The Department later expanded the program to its five Borough Help Centers, and six months ago began accepting credit card payments by telephone. Information that is sent from the Department's website over the Internet is encrypted through the use of security technology that reduces the possibility of unauthorized access to private information.

Department of Buildings. In Fiscal 1999 the Department of Buildings (DOB) received a grant from the Mayor's Office of Operations Technology Fund to purchase handheld computers for elevator inspectors. As a result, DOB expects to increase productivity by reducing the amount of time inspectors spend in the office doing paperwork. Since data may now be entered instantly into DOB's Buildings Information System from the field, the handheld computers will allow the Department to reassign clerical staff to more critical needs. Implementation is scheduled for Spring 2000.

TECHNOLOGY INITIATIVES

Taxi and Limousine Commission. Given the success of pilot programs using infrared digital in-vehicle security cameras in other cities, the Taxi and Limousine Commission (TLC) commenced a pilot program to test the technology in both medallion taxicabs and livery vehicles in Fall 1999. To date, infrared digital in-vehicle cameras have been installed in six livery vehicles and three medallion taxicabs. All participating vehicles are marked to alert passengers that they will be photographed and the cameras are in clear view of the passengers at all times. The cameras have the capability to digitally capture and store still images, which can only be accessed by authorized TLC representatives for law enforcement purposes. To date, there have been no reported incidents in vehicles outfitted with these cameras. Upon the successful completion of this pilot program, TLC will make this technology available to all vehicle operators.

During Fiscal 1999 TLC successfully field-tested a new taxi fare meter, which is capable of detecting illegal fare-accelerating devices, commonly known as meter zappers. The new meter uses security software, which can detect and report instances of meter tampering and other meter malfunctions. On November 12, 1999 the Commission held a public hearing on this technology and received widespread support for implementation in all taximeters. TLC is currently working with the New York State Department of Agriculture and Markets' Bureau of Weights and Measures to obtain approval of this new fare meter.

In September 1999 TLC completed the second phase of implementing the Citywide Agency Management Information System (CAMIS) by bringing all legal and enforcement data-functions on line. The implementation, started in March 1999, is part of a cooperative effort with the Department of Finance to enhance database entry and reporting capabilities for agencywide data. The system will enable TLC to better maintain and access information on summons, driver, owner, and other medallion and for-hire vehicle data. TLC finalized all of the ancillary responsibilities associated with this implementation in November 1999.

Department of Records and Information Services In November 1999 the Department of Records and Information Services (DORIS) completed its third phase of automating the Center's manual card catalogue by attending a required public hearing on the proposed contract with the vendor for software and technical equipment. The fourth phase began in January 2000 with a selection of a vendor for catalogue conversions and the submission of a third Request for Proposals (RFP) for the remainder of the Municipal Reference and Research Center (MRRC) collection. The fifth phase, consisting of system installation and MRRC staff training, is scheduled to begin by Summer 2000. The \$750,000 project was funded by the Mayor's Office of Operations Technology Fund.

During Fiscal 1999 DORIS began to develop a project plan for the Vital Record Index Automation project, funded by the Mayor's Office of Operations Technology Fund. The project automatically indexes the birth, death and marriage records that are transferred to the Municipal Archives Division from the Department of Health and the Office of the City Clerk.

City Commission on Human Rights. A shared directory on the City Commission on Human Rights' (CCHR) Wide Area Network is expected to be complete by the end of Fiscal 2000. The directory will contain CCHR's employee manual and a new procedures manual as well as payroll, personnel and benefits forms. CCHR staff will be able to research, keep records and transfer information electronically. In addition, updates of manuals, forms and other documents can be more efficiently distributed.

The Community Relations Bureau received funding early in Fiscal 2000 to enhance its Bias Case Tracking System. The computer system will gain improved data-gathering and analytic capacity for the information collected by Human Rights Specialists in seven field offices. CCHR is also seeking funding to upgrade the Law Enforcement Bureau's Case Tracking System and link these two systems in the future.

TECHNOLOGY INITIATIVES

Department of Investigation. In Fiscal 1998 the Department of Investigation (DOI) was charged with responsibility for designing and implementing of an information security and risk management program for the City and its constituent agencies. In response, DOI created the Citywide Information Security Architecture, Formulation and Enforcement Unit, with the responsibility for developing standardized security procedures to ensure the confidentiality, integrity and controlled accessibility of all electronic information processed by the City. Approximately \$2.2 million is allocated for the unit, and recruiting is underway.

AGENCY ACHIEVEMENTS BY BOROUGH

This section reviews City agencies' achievements in each of the five boroughs during the period from July through October 1999, with additional data through December 1999 where available. While not all agency achievements can be included, the items listed below represent important indicators that are generally requested at the borough level, as well as the status of agency projects of importance to residents.

THE BRONX

Public Safety

Major felony crimes which are reported by the CompStat system, declined by 7.8 percent from Calendar 1998 to 1999 and by 52.9 percent from Calendar 1993 to 1999. All 12 Bronx precincts saw declines in major felony crimes from 1993 to 1999 and from 1998 to 1999.

In the first half of Fiscal 2000 the New York City Police Department (NYPD) expanded its use of closed circuit television (CCTV) technology to help produce significant decreases in major felony crime, particularly in public housing developments. During the first four months of Fiscal 2000 the Department installed 120 CCTV cameras in the Bronx River Houses.

The Police Department and the Department of Housing Preservation Development (HPD) are implementing Safe At Home in two target areas: designated blocks surrounding the Boston Road corridor in the 42nd Precinct in the South Bronx, and designated blocks surrounding the Fulton Street and Nostrand Avenue intersection in the 79th Precinct in the Bedford-Stuyvesant section of Brooklyn. Safe At Home will build upon the successful efforts to reduce crime in these precincts by developing new housing opportunities and addressing the many environmental factors that encourage crime.

In June 1999 construction began on a new firehouse for Engine Company 75, Ladder Company 33 and Battalion 19 in the Bronx, with anticipated completion in August 2000. The Fire Department is also completely renovating several existing firehouses. Engine Company 73 in the Bronx is in the design phase, with construction scheduled to begin in April 2000 and to be completed in April 2001. Design for Engine Company 93 in the Bronx will begin in February 2000, with construction expected to start in late Fall 2000.

A new EMS ambulance support station in Melrose Station opened in Summer 1999. Construction continues at the site in the Kingsbridge section, with planned completion in Fall 2000. In Summer 2000 construction will start at a site in Bathgate.

The Department of Probation's Stop the Violence Against Women project, which provides emergency assistance to domestic violence victims in the Bronx, served 120 individuals during the first four months of Fiscal 2000.

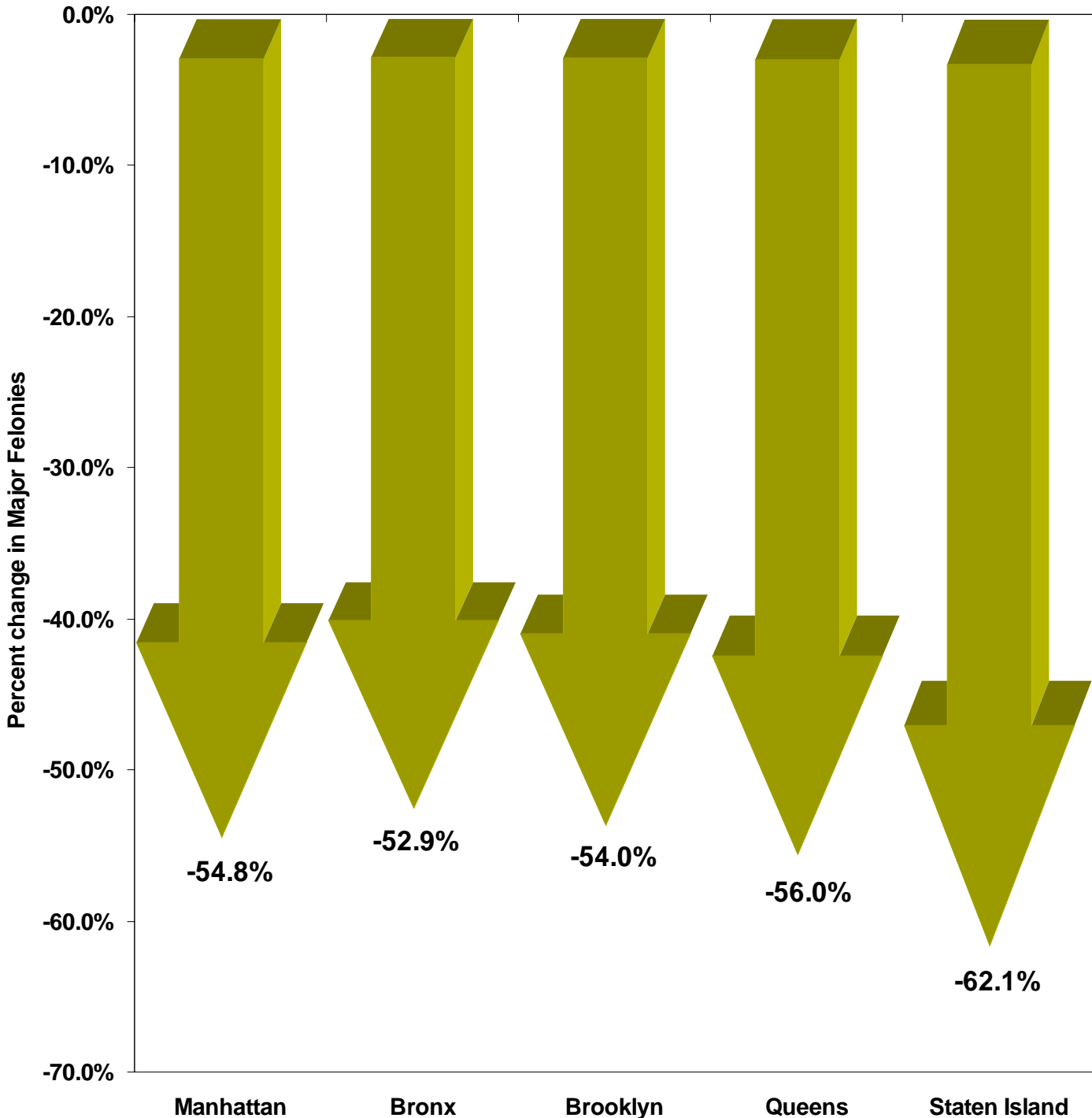
Infrastructure and Community Services

In Fiscal 1999 Mayor Giuliani convened a task force with representatives from City and State agencies, elected officials, and community groups to propose a redevelopment plan for the vacant Kingsbridge Armory in Bronx Community District 7. To advance its reuse as a community facility and entertainment and retail complex, in January 2000 the Mayor announced that the task force would work with a private developer to implement the proposal. The City will contribute \$30 million for the rehabilitation of the site.

The Department of Transportation (DOT) is making safety improvements on major corridors including the Grand Concourse. These improvements include sign changes, installation of pavement markings (such as high-visibility crosswalks and STOP bars), and signal timing modifications. DOT expects to complete all of these improvements by Summer 2000.

New York City Police Department

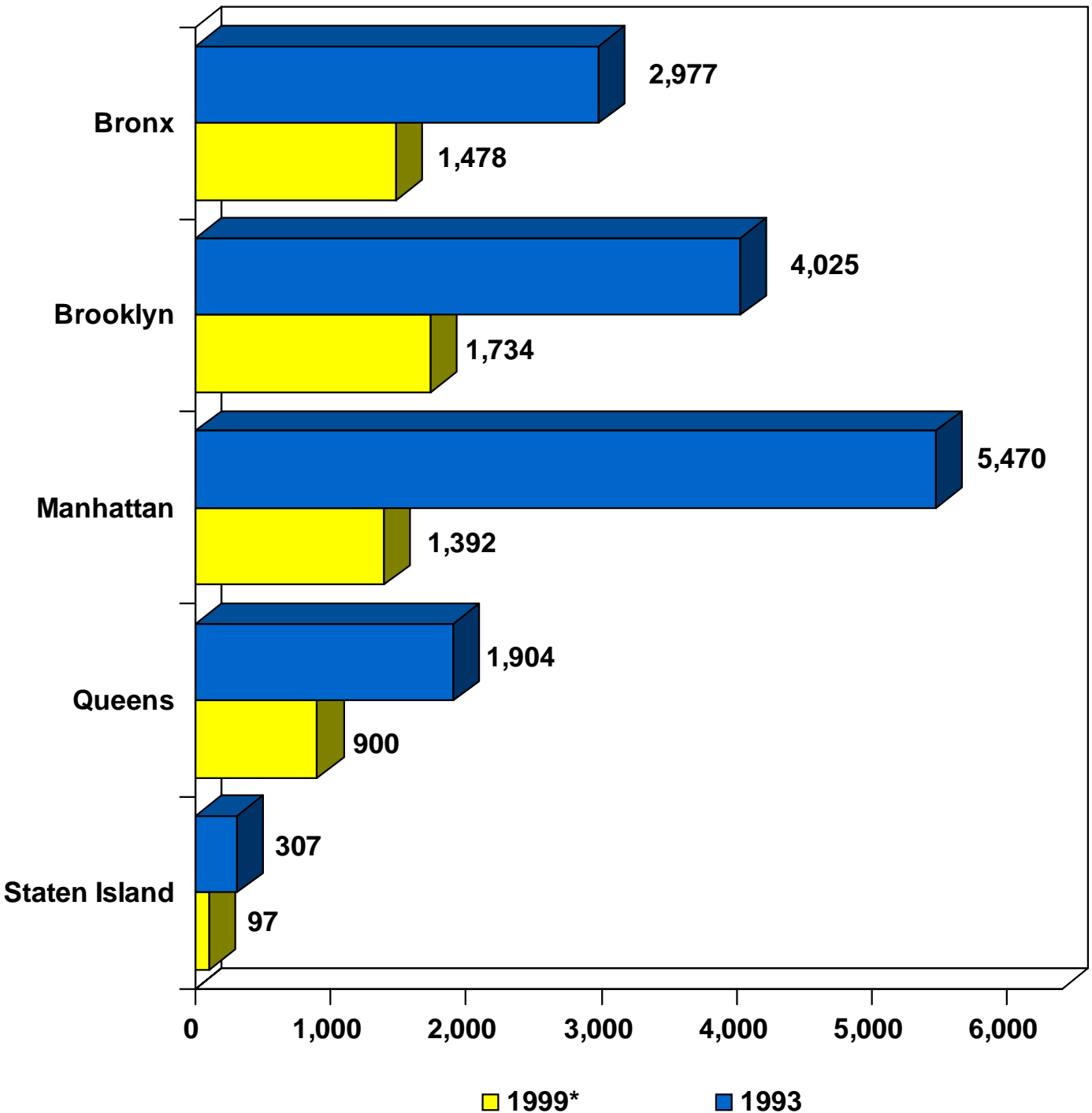
Borough Crime Reductions Major Felony Complaints Calendar 1993 - 1999



Figures are based on preliminary data.

Department of Health

New AIDS Cases by Year of Report by Borough Calendar 1993 vs. Calendar 1999



*Calendar 1999 data are preliminary.

AGENCY ACHIEVEMENTS BY BOROUGH

Ferry service to New York's baseball stadiums continued during Fall 1999. Service to every Yankee and Mets home game is offered from the South Street Seaport, East 34th Street, and East 90th Street, as well as from Weehawken, New Jersey. Additional service to weekend games is provided from St. George Terminal in Staten Island and from Bayonne, New Jersey. Ferry service is available to Shea and Yankee Stadiums from Highlands, New Jersey for most weekends and some weekday games. This service was previously offered infrequently and only on weekends.

In May 1999 DOT submitted designs for eight miles of new Class II bicycle lanes along Prospect Avenue. Design issues are currently being resolved and implementation is anticipated in Spring 2000.

In the first four months of Fiscal 2000 DOT completed rehabilitation work on the bridges of Hutchinson River Parkway/Amtrak, East 174th Street, East 241st Street and 172nd Street. In October 1998 the Department bid a \$136 million contract to reconstruct the landmark Macombs Dam Bridge over the Harlem River. The reconstruction project began in Spring 1999 and will be completed by Spring 2003. Work performed in Winter 1999-2000 will include installing shielding and completing minor structural repairs. In addition, fabrication of structural components is underway to prepare for the two-lane closure and deck replacement on the 155th Street viaduct, scheduled for the Winter 2000-2001.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative, which coordinates agency responses to quality-of-life problems in locations identified by communities. The Department of Environmental Protection (DEP) is working in collaboration with NYPD and other agencies to inspect these locations; it also enforces compliance with the appropriate sections of the air and noise code. DEP participated in 31 MARCH inspections in Manhattan, Brooklyn, the Bronx and Queens during the first four months of Fiscal 2000. The Department has participated in a total of 102 inspections since the inception of MARCH.

The Department of Design and Construction (DDC) is planning the reconstruction of sewers in the area bounded by Westchester Avenue, Bruckner Boulevard and Middletown Road. Design for the \$12 million project is scheduled for completion in May 2000. Construction is scheduled for completion in October 2002. DDC's Structures Division completed renovation of the Melrose Job Center in September 1999. Renovations were also completed at the Morrisania Tuberculosis Clinic in September 1999. Construction began on Phase II of the Communi-Care Renovation project at the Tremont Health Center in July 1998. The project is scheduled for completion in February 2000.

Scorecard cleanliness ratings conducted by the Mayor's Office of Operations showed that the borough's streets improved from 81.9 percent acceptably clean during July through December 1998 to 88 percent acceptably clean during July through December 1999.

The Department of Sanitation continues its expanded weekly recycling collection program. By October 1999, 49 sanitation districts throughout the City received weekly recycling service. The remaining 10 districts, located in the Bronx, are scheduled to be converted to weekly collection in April 2000.

DPR's surveys of small parks and playgrounds found the borough's facilities 95.5 percent acceptably clean during the period of July through October 1999.

DPR has acquired 94 acres of new parkland in the Bronx since Fiscal 1994.

During July through October 1999 DPR completed renovation of the St. James Recreation Center. The renovation included structural improvements as well as the construction of a fitness room and a card room for seniors.

As a result of an increase in illegal conversion complaints, the Department of Buildings will expand the Quality-of-life Team's scope by responding to these types of complaints in the Bronx in Fiscal 2000.

AGENCY ACHIEVEMENTS BY BOROUGH

The Americans with Disabilities Act (ADA) compliance project, an effort to bring court buildings managed by the Department of Citywide Administrative Services (DCAS) into adherence with federal ADA legislation, is progressing as scheduled. DCAS has begun construction on the Bronx Supreme Court; it expects to complete construction by June 2000.

The Department of Cultural Affairs supports cultural institutions and programs throughout the Bronx. The Department's activities during the first half of Fiscal 2000 included support for the Bronx Council on the Arts' Arthandlers program; the start of construction on the animal hospital roof at the Wildlife Conservation Society/New York Zoological Society; and six visual art projects at public schools, funded through the Percent for Art program. The international Wildlife Park/Bronx Zoo First Night marked the New Year with a celebration featuring cultural performances and a fireworks show.

As part of the November 1999 Used-Car Dealer initiative, the Department of Consumer Affairs (DCA) took legal action to revoke the licenses of three used car dealers in Brooklyn, Staten Island and the Bronx selling defective, and sometimes dangerous, vehicles. These dealers face more than \$200,000 in fines and consumer restitution as well as the potential loss of their licenses. Problems ranged from cars stalling as they were driven off the lot to an accident caused by brake failure. The Department's Used-Car Dealer initiative resulted in a total of 348 violations issued.

The New York Public Library's Francis Martin Center for Reading and Writing, located in the Bronx, has been recently renovated and reopened on May 4, 1999 with a new focus on technology-assisted instruction. In addition to small group tutoring and an extensive book collection for adult new-readers, the Center also provides networked PC work stations with Internet access.

Economic Development Services

In August 1997 the Economic Development Corporation (EDC) designated two local developers for national and neighborhood retail establishments at three sites in the Morrisania section of the Bronx. It expects to close these property sales by the third quarter of Fiscal 2000. These projects will include approximately 98,000 square feet of retail and residential space and generate approximately 50 construction jobs and 200 permanent jobs.

Mayor Giuliani announced in November 1999 that a manufacturing company had purchased approximately 16,000 square feet of City-owned property in the Bathgate Industrial Park in the Bronx to accommodate the growth of its manufacturing business. The company manufactures and distributes commercial fireproof metal doors. The land sale, which was negotiated by the Economic Development Corporation on behalf of the City, will enable this company to add approximately 15 new jobs over the next few years to its current 42-person workforce.

Through the Industrial Commercial Incentive Program (ICIP) the City distributed an estimated \$125 million in exemption benefits to eligible industrial or commercial buildings that are constructed, modernized, rehabilitated, expanded or otherwise physically improved. Since Fiscal 1994 the City's ICIP awards have increased significantly in all boroughs. During that period, benefits increased by 82 percent in the Bronx.

Health and Human Services

The number of persons receiving public assistance in the Bronx declined by 10 percent from 232,400 persons at the end of October 1998 to 209,100 persons at the end of October 1999. At the same time, the number of persons in the Bronx certified eligible only for Medicaid increased by 18.5 percent, from 90,600 persons at the end of October 1998 to 107,400 persons at the end of October 1999.

AGENCY ACHIEVEMENTS BY BOROUGH

In July 1999 the Administration for Children's Services (ACS) began operating neighborhood-based services through 35 providers in the Bronx. Neighborhood-based services include general preventive, homemaking and foster care services to help families and children obtain the assistance they need in their own communities. Under this model, children in foster care remain close to all that is familiar to them – school, friends, neighbors, doctors, religious institutions and community. Neighborhood placement has begun in the Bronx.

In May, August and November of 1999 ACS held three large group forums regarding service planning for all Bronx providers. Two of the forums focused on an internationally-developed process that matches children's needs with community services. The last forum, conducted in conjunction with a nationally-recognized child welfare foundation, focused on the "Family to Family" strategies for providing child welfare services, such as emphasizing family engagement in interventions to address needs.

The 72-Hour Child Safety Conference model was fully implemented by ACS in the Bronx in July 1999. This initiative allows caseworkers to participate in a collaborative process with parents, relatives and involved service providers to make fully-informed decisions on how best to protect children, and support families in crisis.

In January 1999 ACS established two Medical Services Management Units in the Bronx. These units oversee the Agency's Direct Foster Care Services compliance with health care standards and communication improvements between ACS and community-based primary care and mental health providers, and offer consultation and training to ACS staff on medical issues.

In keeping with the Mayor's priority of reducing childhood asthma, in the first four months of Fiscal 2000 the Department of Health (DOH) continued to enhance the Mayor's Hunts Point Childhood Health Promotion Initiative. A total of 171 Bronx families received case management services, including home visits, home environmental assessments and abatement activities, and social service referrals; 42 asthma education presentations were made by staff to local families and community-based organizations. The second annual Hunts Point "Kids with Asthma Can Do Anything" event was held by DOH in October 1999. The event was attended by 400 children and their families and over 30 social service and medical providers. In the first four months of Fiscal 2000 DOH awarded several outcome-based contracts to community-based organizations. An organization in the South Bronx will receive \$300,000 over two years to provide asthma education and case management. The program is expected to begin by Spring 2000.

During the first four months of Fiscal 2000 DOH continued coordinating the Turning Point Initiative, which brings together community groups and public health-related institutions to identify public health problems and develop a plan to address them. A forum will be held in the Bronx during Winter 2000. The intention of the initiative is to strengthen community participation in public health planning.

There were 1,478 new AIDS cases in the Bronx during Calendar 1999, a 50 percent decrease compared with Calendar 1993.

Fiscal 2000 is the third year of the Department of Employment's Opportunity Areas for Out-of-School Youth Demonstration Grant, funded by U.S. Department of Labor. Between August 1997 and December 1999, the program provided a variety of employment and educational services to 437 out-of-school, unemployed youth from the South Bronx area of the New York City Empowerment Zone. Of these, 142 youth graduated from job-readiness training and/or received a General Equivalency Diploma (GED), and 205 were placed into jobs.

The Health and Hospitals Corporation (HHC) began renovation of three delivery rooms at North Central Bronx Hospital in March 1999; completion is expected by the end of February 2000. During Summer 1999 HHC's North Bronx Network opened its first part-time extension clinic, located at the Jerome Avenue Day Treatment Center. The Center is the Networks' first formalized service delivery relationship, which operates from a community-based site.

AGENCY ACHIEVEMENTS BY BOROUGH

From October 1998 through September 1999 the School Construction Authority (SCA) created 5,801 new student seats, five new schools, and one modular annex in the Bronx.

BROOKLYN

Public Safety

Major felony crimes which are reported by the CompStat system, declined by 7.6 percent from Calendar 1998 to 1999 and by 54 percent from Calendar 1993 to 1999. From 1998 to 1999, 21 of Brooklyn's 23 precincts saw declines in major felony crimes, while all precincts saw declines from 1993 to 1999.

With the installation of 100 cameras, the New York City Police Department's closed circuit television (CCTV) system at the Albany Houses in Brooklyn is now fully operational. During the last six months of Calendar 1999 major felony crime in the Albany Houses declined by 19 percent compared to the same period of Calendar 1998.

The Police Department and the Department of Housing Preservation Development (HPD) are implementing Safe At Home in two target areas: designated blocks surrounding the Boston Road corridor in the 42nd Precinct in the South Bronx, and designated blocks surrounding the Fulton Street and Nostrand Avenue intersection in the 79th Precinct in the Bedford Stuyvesant section of Brooklyn. Safe At Home will build upon the successful efforts to reduce crime in these precincts by developing new housing opportunities and addressing the many environmental factors that encourage crime.

Through the Target Offender Program (TOP) in Brooklyn, the Department monitors violent repeat offenders on parole. Since its inception in September 1997 through October 1999 TOP there were 404 parole violations and 65 gun seizures. In the first four months of Fiscal 2000 NYPD made 83 arrests of TOP offenders.

In conjunction with the Mayor's Child Abuse Task Force, Victim Services and the District Attorneys, NYPD's Child Abuse Squad, located at the Brooklyn Child Advocacy Center, investigated 601 cases during the reporting period, compared to 563 cases during the same period of Fiscal 1999. The investigations resulted in 104 arrests during the first four months of Fiscal 2000, compared to 121 arrests during the same period of Fiscal 1999.

In cooperation with the Kings County District Attorney, the Board of Education, the Administration for Children's Services and various local non-for-profit organizations, NYPD will develop special response protocols for the Truancy Reduction Alliance to Contact Kids (TRACKS) in Brooklyn by the end of Fiscal 2000. TRACKS is designed to combat truancy and reduce youth crime and victimization during school hours.

Design work for construction of a firehouse for Engine Companies 210 and 277 in Brooklyn will begin in February 2000, with construction expected to start in late Fall 2000.

The Fire Department's new technology center, at 11 MetroTech in Brooklyn, is a state-of-the-art facility designed to house critical communications operations. The Department's new technology center will also house the EMS Computer Aided Dispatch (CAD) equipment, the EMS CAD backup system, Local Area Network (LAN) equipment and radio logging equipment. Construction was completed in December 1999; equipment is currently being relocated from 109 Park Row in Manhattan and Maspeth Queens for installation and testing, and staff will relocate in late April 2000.

AGENCY ACHIEVEMENTS BY BOROUGH

In September 1999 the Department of Probation completed a four-month pilot program in Brooklyn in which all probationers, regardless of the conditions of sentence, were tested for drug use. The program provided accurate information about probationers' drug habits, including the types of drugs that were used. Its initial success has encouraged the Department to conduct similar programs in the other four boroughs.

During the first four months of Fiscal 2000 the Department of Probation supervised 63,960 hours of community service performed by probationers citywide; typical jobs include park and vacant lot clean-up, meal service in soup kitchens, maintenance work and clerical work. A Honduran Relief Project begun by the Crown Heights Youth Collective and the interior restoration of a four-story women's shelter in Brooklyn are examples of continuing service projects. Another example is the Mayor's Graffiti Task Force, which removed 128,684 square feet of graffiti in neighborhoods including Sunset Park and Borough Park during this period.

The Department of Juvenile Justice's Community-Based Intervention (CBI) program currently operates two post-detention sites and seven prevention sites citywide. In Fiscal 2000 DJJ will administer new contracts with community-based organizations to expand prevention services by three sites in Brooklyn, in the 77th, 79th and 84th precincts. The 84th precinct site will provide a truancy prevention program developed with support from the Department of Youth and Community Development. The Department is preparing letters of agreement to ensure that all CBI contracts for prevention, post-detention and truancy prevention services with community-based organizations incorporate specific performance standards.

During the first four months of Fiscal 2000 the Brooklyn East Field Office of the City Commission on Human Rights (CCHR) facilitated meetings between eight local banks and the community. These meetings resulted from a Fiscal 1999 initiative in which CCHR assisted a local development corporation with a review of lending practices of the banks in its area. So far, three banks have firmly committed to provide mortgages to rehabilitate vacant residential buildings in Brooklyn.

Infrastructure and Community Services

In Spring 2000 the Department of Transportation (DOT) will begin installing approximately 5,000 new bus stop markers in Brooklyn. DOT continues to implement traffic engineering measures to improve pedestrian and motorist safety and mobility. The Department is making safety improvements on major corridors including Grand Army Plaza and Eastern Parkway. These improvements include sign changes, installation of pavement markings (such as high visibility crosswalks and STOP bars), and signal timing modifications. DOT expects to complete all of these improvements by Summer 2000.

Legislation was passed in September 1999 amending the New York State Vehicle and Traffic Law and authorizing DOT to set the speed limit below 25 miles per hour at its discretion and only in areas where other traffic calming measures are in effect. In Spring 1999 DOT retained a consultant to assess and implement various techniques to improve traffic flow in downtown Brooklyn neighborhoods.

The \$129 million reconstruction of the Williamsburg Bridge subway structure continues according to schedule during Fiscal 2000. The contract required scheduled suspension of subway service across the bridge from May 1 to October 3, 1999. The contract includes provisions for financial penalties to ensure that the project is completed within the five-month period, minimizing the impact it will have on the public. On September 1, 1999 subway service was restored more than one month ahead of schedule, earning the contractor the maximum incentive payment. Construction will be complete by February 2000.

AGENCY ACHIEVEMENTS BY BOROUGH

DOT is using a Design-Build contract for the replacement of the deck of the Brooklyn Bridge. The contractor is required to replace 210,000 square feet of deck area within 150 nights; the contract lasts 365 consecutive days. The contract includes provisions for financial penalties and incentive payments to ensure that the project is completed on time, minimizing the disruption it will cause the public. Work continues on the Brooklyn-bound roadway and at present is about 50 percent complete. To expedite contract work, the contractor has increased its number of work crews. The deck installation was completed on schedule in December 1999. Road paving will be completed in Spring 2000.

The implementation of the federally-funded East River bridges preventive maintenance program is continuing during Fiscal 2000. A stand-alone three-year preventive maintenance contract for the Queensboro and Brooklyn bridges was awarded in July and registered in November 1999 for \$8.4 million. In-house forces will also perform specialized maintenance, which includes maintenance of a moveable gantry used to inspect and repair the bridge underside, and cable lubrication on these bridges.

Repair of a street collapse on Saint Felix Street during Calendar Year 1997 is scheduled for completion in April 2000. Once this project is completed, the street and the houses will be restored to landmark condition.

In the first four months of Fiscal 2000 DOT completed rehabilitation work on bridges at Saint John's Place, Montgomery Street, Flatbush Avenue/Empire Boulevard, Washington Avenue/Franklin Shuttle and 9th Avenue in Brooklyn. Rehabilitation of the Flatbush Avenue/Empire Boulevard Bridge was completed six months ahead of schedule.

The Department of Environmental Protection (DEP) officially reactivated the Flushing Tunnel at the Gowanus Canal during Calendar 1999. The Tunnel continued to operate during Fiscal 2000, improving water quality by allowing aerated water from the Buttermilk Channel in the East River to be pumped into the head end of the Gowanus Canal to bring Harbor water at an average of 200 million gallons a day. The Tunnel operates 24 hours a day, seven days a week, to bring fresh oxygenated water into the Canal, and creates a better harbor water environment.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative, which coordinates agency responses to quality-of-life problems in locations identified by communities. DEP is working in collaboration with NYPD and other agencies to inspect these locations; it also enforces compliance with the appropriate sections of the air and noise code. DEP participated in 31 MARCH inspections in Manhattan, Brooklyn, the Bronx and Queens during the first four months of Fiscal 2000. The Department has participated in a total of 102 inspections since the inception of MARCH.

The Department of Design and Construction (DDC) began work in November 1999 to upgrade a combined sewer system in Bay Ridge. The new sewer system runs along 10th Avenue, from 77th Street to 63rd Street. On 63rd Street it runs across to 9th Avenue, and along 9th Avenue to 62nd Street. The project, valued at approximately \$13.5 million, is scheduled for completion in May 2001.

In September 1999 DDC's Structures Division completed the second and final phase of an \$18 million modernization to achieve full occupancy at Intermediate School 394. The second phase of work focused on interior engineering systems, including electrical and plumbing, and finishes, involving wall board and flooring throughout unoccupied areas during the 1998-1999 school year.

In the first four months of Fiscal 2000 DDC's Structures Division completed 17 health care and human services facility projects, including renovations at one multi-service center in Bushwick. Construction at the Bedford Tuberculosis clinic began in October 1999, and renovation of the tuberculosis clinic at the Brownsville Health Center continued during the same period. Construction at the Second Street Day Care Center is in its final stages and is scheduled for completion by February 2000.

AGENCY ACHIEVEMENTS BY BOROUGH

Scorecard cleanliness ratings conducted by the Mayor's Office of Operations showed that the borough's streets improved from 80.2 percent acceptably clean during July through December 1998 to 84.9 percent acceptably clean during July through December 1999.

DPR's surveys of small parks and playgrounds found the borough's facilities 95.4 percent acceptably clean during July through October 1999.

DPR has acquired 252 acres of new parkland in Brooklyn since Fiscal 1994.

As a result of an increase in illegal conversion complaints, the Department of Buildings (DOB) has recently expanded the Quality-of-life Team's scope by responding to these types of complaints in Brooklyn. During the first four months of Fiscal 2000 the Team performed 816 field visits and issued 752 violations.

The Department of City Planning's (DCP) Flushing/Bedford Avenues rezoning proposal is the latest effort to provide new opportunities for residential development. In December 1999 the Department finalized the Environmental Impact Statement scope for this zoning change, which addresses the growing need for new housing in a 15-block area in Brooklyn's Community Districts 1 and 3. Public review is expected in early Calendar 2000.

The Department of Cultural Affairs supports cultural institutions and programs throughout Brooklyn. The Department's activities during the first half of Fiscal 2000 included support for Celebrate Brooklyn festivities produced by BRIC/Brooklyn Information and Culture, and for Percent for Art projects at the Williamsburg Child Care Center and P.S./1.S. 56.

As part of the November 1999 Used-Car Dealer initiative, the Department of Consumer Affairs (DCA) took legal action to revoke the licenses of three used car dealers in Brooklyn, Staten Island and the Bronx selling defective, and sometimes dangerous, vehicles. These dealers face more than \$200,000 in fines and consumer restitution as well as the potential loss of their licenses. Problems ranged from cars stalling as they were driven off the lot to an accident caused by brake failure. The Department's Used Car Dealer initiative resulted in a total of 348 violations issued.

DCA continues to focus on fruit and vegetable stands that clog the sidewalks in front of stores because they are larger than the legal limit. In one Brooklyn neighborhood, three stores were violating the limit at once, almost completely barring pedestrians from passing. With the help of other City agencies, DCA seized 7,000 pounds of food from these stores and donated the food to homeless shelters through City Harvest.

In July 1999 the Brooklyn Public Library (BPL) held a groundbreaking ceremony for the new Youth Wing at its Central Library. This major capital project will renovate and expand the Children's and Young Adult's Services area at its Central Library. The new Youth Wing will encompass approximately 10,500 square feet and will include preschool and storytelling areas, a children's reference and reading room, a young adult reference and reading room, and a technology loft with over 30 Internet-connected computer work stations. The new Youth Wing is scheduled to open by July 2000.

The 1999 Summer Reading Program "Celebrate! Read!" provided recreational reading opportunities for over 11,000 children in Brooklyn. Throughout the summer, over 270,000 visits were made by children, who attended over 1,160 coordinated activities including arts and crafts projects related to book selections, dance and music performances, games, book discussion groups and computer based activities.

AGENCY ACHIEVEMENTS BY BOROUGH

Economic Development Services

The Economic Development Corporation (EDC) released a Request for Proposals (RFP) in October 1998 seeking developers for 10 sites within the 40-block East New York In-Place Industrial Park in Brooklyn. Currently the area is home to over 70 manufacturing companies. The sites being offered range in size from 1,900 square feet to 22,000 square feet. Respondents have included textile and construction manufacturers, and manufacturers and distributors of automotive parts. A subsequent RFP was issued in June 1999 for the remaining 17 industrial sites.

In connection with the finalization of the Strategic Plan For The Redevelopment Of The Port Of New York, in February 1999 EDC identified an auto marine terminal and regional distribution center as the first stage of maritime development in Sunset Park, Brooklyn. Along with other aspects of the Strategic Plan, the U.S. Army Corps of Engineers is completing its Harbor Navigation Study by the end of December 2000. The study evaluates conditions for deepening New York Harbor shipping channels. To date, the recommendation is to deepen the shipping channels by 50 feet harbor-wide.

EDC continues improvements to the Red Hook Container Terminal in Brooklyn. Enhancements included purchasing of new crane equipment to assist containerized operations and planning a new rail float bridge, which will reestablish rail service to Red Hook and the surrounding businesses. The Request for Proposals (RFP) for a consultant to this new rail float bridge will be issued in early in Calendar 2000.

A proposed Mets minor league stadium will be located at Steeplechase Park in Brooklyn. The Corporation has begun the required land use review process and has initiated discussions regarding the stadium concession agreement process.

Through the Industrial Commercial Incentive Program (ICIP) the City distributed an estimated \$125 million in exemption benefits to eligible industrial or commercial buildings which are constructed, modernized, rehabilitated, expanded or otherwise physically improved. Since Fiscal 1994 the City's ICIP awards have increased significantly in all boroughs. During that period, benefits increased by 104 percent in Brooklyn.

In October 1999 a team of entrepreneurs signed a 70-year lease with Brooklyn Navy Yard Development Corporation to develop 11 sound stages varying in size from 12,000 to 40,000 square feet. Demolition began at the end of Calendar 1999 and is expected to continue for four months. Construction of the sound stages is scheduled for completion in Fall 2001.

Health and Human Services

The number of persons receiving public assistance in Brooklyn declined by 13.4 percent from 263,200 persons at the end of October 1998 to 227,900 persons at the end of October 1999. At the same time, the number of persons in Brooklyn certified eligible only for Medicaid increased by 12.1 percent, from 185,700 persons at the end of October 1998 to 208,200 persons at the end of October 1999.

The Department of Youth and Community Development will open an additional Beacon in Brownsville by the end of February 2000. Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of social, educational, vocational and recreational activities.

The 72-Hour Child Safety Conference model was fully implemented by Administration for Children's Services (ACS) in Brooklyn field offices in September 1999. This initiative allows caseworkers to participate in a collaborative process with parents, relatives and involved service providers to make fully-informed decisions on how best to protect children, and support families in crisis.

AGENCY ACHIEVEMENTS BY BOROUGH

ACS continues to refer women to the Cumberland Diagnostic and Treatment Center, as part of a collaborative pilot program with the Department of Mental Health, Mental Retardation and Alcoholism Services and the Health and Hospitals Corporation (HHC). These are women with children who are at risk of out-of-home placements due to the mother's substance abuse. During the first four months of Fiscal 2000 Cumberland's Family Health and Support Center received 79 referrals from ACS, of which 46 women were admitted into the program. The long-term rate of women who remain in the program remains at 57 percent.

In January 2000 ACS established Medical Services Management Units in Brooklyn. These units oversee ACS's Direct Foster Care Services compliance with health care standards and communication improvements between ACS and community-based primary care and mental health providers, and offer consultation and training to Agency staff on medical issues.

In keeping with the Mayor's priority of reducing childhood asthma, in the first four months of Fiscal 2000 the Department of Health (DOH) awarded several outcome-based contracts to community-based organizations. An organization in Bedford-Stuyvesant will receive \$300,000 over two years to provide asthma education and case management. The program is expected to begin by Spring 2000. The Department is also continuing its funding of selected community-based organizations in the Williamsburg, Greenpoint and Bushwick neighborhoods of Brooklyn for a total of \$400,000. These organizations will conduct asthma case management and local education/outreach activities.

In Fiscal 2000 a computerized interactive asthma monitoring system, linking schools to the Health and Hospitals Corporation's (HHC) Woodhull Hospital in Brooklyn, will be developed to record daily peak flow meter readings, diagnose asthma symptom severity, and provide instructions on re-testing and medication.

During the first four months of Fiscal 2000 DOH continued coordinating the Turning Point Initiative, which brings together community groups and public health-related institutions to identify public health problems and develop a plan to address them. A forum was held in Brooklyn in October 1999. The intention of the initiative is to strengthen community participation in public health planning.

There were 1,734 new AIDS cases in Brooklyn during Calendar 1999, a 57 percent decrease compared with Calendar 1993.

The construction of a new Kings County Office of the Chief Medical Examiner facility is scheduled for Fiscal 2001. The Office expects to start design work by the end of Fiscal 2000.

In October 1999 HHC's Brooklyn Staten Island Network opened a new primary care clinic in Flatbush, and by the end of February 2000, will reopen the Park Slope primary care clinic in a newly remodeled site.

As part of HHC's capital plan to rebuild the Kings County Hospital Center, during the first four months of Fiscal 2000 facade construction was completed on the hospital's superstructure.

From October 1998 through September 1999 the School Construction Authority created 3,269 new student seats, one new school, and two modular annexes in Brooklyn.

MANHATTAN

Public Safety

Major felony crimes which are reported by the CompStat system, declined by 9.7 percent from Calendar 1998 to 1999 and by 54.8 percent from Calendar 1993 to 1999. From 1998 to 1999, 21 of Manhattan's 22 precincts saw declines in major felony crimes, while all precincts saw declines from 1993 to 1999.

AGENCY ACHIEVEMENTS BY BOROUGH

The New York City Police Department (NYPD) is expanding its use of closed circuit television (CCTV) technology to help produce significant decreases in major felony crime, especially in public housing developments. In the first half of Fiscal 1999 the Department completed the installation of 105 cameras at the Grant Houses in Manhattan. During the last six months of Calendar 1999 major felony crime in the Grant Houses fell by 22 percent compared to the same period of Calendar 1998.

As part of the City's 1999 Holiday Traffic Control Plan, NYPD developed a number of targeted traffic operations to enhance safety or improve traffic flow. The "Matinee" initiative targets illegally parked vehicles and idling buses in Manhattan's theater district during matinee hours. During the period from June to November 1999 NYPD issued 3,298 summonses.

During the first four months of Fiscal 2000 NYPD's Surface Transportation Enforcement District coordinated four Operation Safe Taxi initiatives in Manhattan, which encourage all police personnel to address unsafe driving offenses by medallion taxi drivers. The initiatives resulted in 4,005 summonses and five arrests.

Construction continues for a new EMS ambulance station at Harlem Hospital in Manhattan. The project is on schedule with planned completion in Fall 2000.

The Fire Department is designing a fire safety learning center to be located in Rockefeller Plaza. This center will feature an interactive experience that will familiarize the public with the firefighting profession. It will also provide education on fire prevention and supply potential life-saving information in the event of a fire or if someone is hurt or sick. The center is scheduled to be completed in late Spring 2000.

Infrastructure and Community Services

During the first four months of Fiscal 2000 the Department of Transportation (DOT) replaced and repaired 137 existing bus stop markers, primarily in Manhattan. In conjunction with New York City Transit, the Department installed 78 bus stop markers in the Bronx, Brooklyn and Manhattan during the first four months of Fiscal 1999.

DOT's improvement plan for Herald Square, the area surrounding the intersection of 34th Street, Avenue of the Americas and Broadway in midtown Manhattan, will begin for a one-year trial period in Spring 2000. The plan widens mid-avenue triangles to increase sidewalk space for pedestrians, extends corners, and widens sidewalks to shorten pedestrian crossing distances. The intended result, to increase pedestrian safety and manage busy traffic, will be assessed during the trial period.

In coordination with the Department of City Planning and the Police Department, DOT completed a six-month test of the reconfiguration of Columbus Circle in January 1999. The intersection where Broadway, Eighth Avenue, Central Park South and Central Park West converge has been redesigned as a traffic circle that directs motor vehicle traffic in a smoother flow than before. The six-month test was successful and DOT plans to implement permanent changes to the Circle's roadway design.

To implement the traffic and pedestrian plan for the proposed reconfiguration of Columbus Circle, the Departments of City Planning, Parks and Recreation, Transportation, and Design and Construction selected a consultant team for the permanent redesign of both the Circle and the Columbus monument area in August 1999. In November 1999 an interim open space designed by the Department of Parks and Recreation was dedicated and regular community outreach meetings began. The consultant is expected to complete the final design in January 2001 and construction is expected to commence later in 2001. The rebuilt Columbus Circle will improve traffic flow, expand public space, enhance pedestrian access, and harmonize with the redevelopment planned for the Coliseum site, which will include a new concert hall for Jazz at Lincoln Center.

AGENCY ACHIEVEMENTS BY BOROUGH

In November 1998 DOT provided a toll-free number that furnishes traffic information to midtown-bound drivers. The number is in operation weekdays during rush hours. Information on traffic conditions at key midtown locations is updated every 15 minutes; callers may also report traffic conditions they observe. Additionally, the Department placed informational signs advertising the toll-free number (1-877-DOT-MOVE) on various approach roadways to midtown Manhattan. DOT-MOVE received 2,450 calls during the period from July through October 1999, with an average of 25 to 30 calls per day.

In Fiscal 2000 DOT continues to implement traffic engineering measures to improve pedestrian and motorist safety and mobility. A total of 160 signs were installed on 35 block faces in the vicinity of the Queensboro Bridge in Manhattan. The signs revised and replaced curbside parking regulations to improve traffic flow during peak periods and increase parking opportunities for residents and visitors during off-peak periods.

A critical component of Mayor Giuliani's Holiday Traffic plan included operational changes implemented by DOT in the vicinity of the Queensboro Bridge to improve the flow of traffic. In order to create separate lanes for through traffic and traffic entering the bridge, the Department installed a lane-separating material called "Quik Curb" at the following locations: on Third Avenue between East 56th and East 59th Streets; on East 58th Street between Second Avenue and the bridge entrance; and on First Avenue between East 58th and East 59th Streets. In addition, DOT implemented morning rush hour curbside regulations on the north side of East 59th Street between Second and Third Avenues, which prohibit standing between the hours of 7:00 A.M. and 10:00 A.M. These new regulations supplement the existing evening rush hour regulations, which prohibit standing between the hours of 3:00 PM and 8:00 PM.

The Times Square area, ranging from West 43rd Street to West 52nd Street, from Sixth Avenue to Eighth Avenue, was milled and resurfaced in preparation for the millennium celebration. Over 92,000 square yards of old street material were removed and over 10,500 tons of asphalt installed in the area. This equated to 11.2 lane miles of resurfacing. In addition, 185 missing, defaced or faded signs were replaced and new European-style crosswalks were installed in the bow-tie area, which consists of the islands that divide northbound and southbound traffic in the vicinity of West 42nd and West 47th streets and Seventh Avenue.

The majority of the work for the reconstruction of the Wall Street Ferry Pier at Pier 11 was completed on schedule in late Fall 1999 and ferries began operating from the new pier in December 1999. The terminal building is expected to be ready for public occupancy during the evening rush hours by February 2000, although some work on the facility will continue in Spring 2000.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative, which coordinates agency responses to quality-of-life problems in locations identified by communities. The Department of Environmental Protection (DEP) is working in collaboration with NYPD and other agencies to inspect these locations; it also enforces compliance with the appropriate sections of the air and noise code. DEP participated in 31 MARCH inspections in Manhattan, Brooklyn, the Bronx and Queens during the first four months of Fiscal 2000. The Department has participated in a total of 102 inspections since the inception of MARCH.

Since Fall 1998 DEP has been conducting a pilot project that uses data-logging sensors to monitor the two trunk water mains under Fifth Avenue for leakage. Data-logging sensors routinely collect data used by the Department to repair small leaks without disrupting commerce or traffic. By the end of Fiscal 2000 DEP will initiate an expanded pilot program with a private company to use remote sensors on large mains and power grids. This early detection equipment allows DEP to analyze data, make repairs prior to major leaks or pipe failure, and reduce repair costs.

Construction of 13 New York City Housing Authority (NYCHA) units on Stanton Street began in December 1999. Completion is expected in Spring 2001.

AGENCY ACHIEVEMENTS BY BOROUGH

During the reporting period the Department of Design and Construction (DDC) started 36 new infrastructure construction projects, including the reconstruction of water mains in the Wall Street area and reconstruction of Chatham Square.

During the first four months of Fiscal 2000 DDC continued a quality-of-life initiative to remove 2,100 high-pressure water hydrants and valves in Manhattan. The removal may either create new parking spaces, or may be followed by the installation of a low-pressure hydrant. The Department of Transportation is surveying 2,100 locations where hydrants are being removed; as of the end of October 1999, DDC removed 957 hydrants and DOT identified 174 locations where new metered parking spaces will be created. Removal of the hydrants began in February 1999 and completion is scheduled for Fiscal 2001.

In the first four months of Fiscal 2000 DDC's Structures Division completed 17 health care and human services facility projects. The projects included renovations at one multi-service center in East Harlem. Renovations were completed at the Washington Heights tuberculosis clinic in September 1999. DDC's renovation of the tuberculosis clinic at the Chelsea Health Center continued during this period.

Phase I of the exterior renovation of the Museum of the City of New York was completed in June 1999. Design of Phases II and III was completed in June 1998; however, construction remains on hold until the institution raises its share of private funding as required by the City. Expansion of the Kips Bay Library was substantially completed in September 1999.

Scorecard cleanliness ratings conducted by the Mayor's Office of Operations showed that the borough's streets improved from 80.4 percent acceptably clean during July through December 1998 to 82.9 percent acceptably clean during July through December 1999.

The Department of Parks and Recreation (DPR) surveys of small parks and playgrounds found the borough's facilities 96 percent acceptably clean during the period of July through October 1999.

DPR has acquired 18 acres of new parkland in Manhattan since Fiscal 1994.

On October 7, 1999 Mayor Giuliani rededicated City Hall Park after a comprehensive renovation that was a collaborative effort between DPR and DOT, the Metropolitan Transit Authority, the Landmarks Preservation Commission, the Police Department, and the Office of the Deputy Mayor for Community Development and Business Services. The renovation included restoration of the fountain as the centerpiece of the south end plaza, installation of a perimeter fence similar to the original early nineteenth-century fence, and the completion of new seating and landscaping. The restoration was completed in less than one year, two months ahead of schedule.

In September 1999 DPR opened the first completed portion of Hudson River Park, from Charles Street to West 11th Street. The City and State have approved \$100 million each for construction of this park, which will run for five miles along the Hudson River, from Battery Place to 59th Street.

In Fiscal 1998 the Landmarks Preservation Commission (LPC) completed the design for streetscape improvements in Manhattan's Stone Street Historic District. Construction on the project began in November 1999 and is scheduled for completion by the end of Fiscal 2000. LPC voted to adopt the Stone Street Master Plan in November 1999. The Master Plan establishes criteria to allow staff to issue permits for changes to storefronts and for certain other alterations, obviating the need for full Commission review.

In December 1999 the Departments of City Planning and Consumer Affairs released a pocket-sized listing of all off-street parking facilities south of 72nd Street. The address, rates, hours of operation, telephone number, and keyed map location are given for each facility. The guide can be obtained by mail from the Department of Consumer Affairs.

AGENCY ACHIEVEMENTS BY BOROUGH

The Americans with Disabilities Act (ADA) compliance project, an effort to bring court buildings managed by the Department of Citywide Administrative Services into adherence with federal ADA legislation, is progressing as scheduled. Consultants started design modifications on two Manhattan courts, and an historic preservation design contract was registered and design modifications for historically significant buildings will begin in Winter 2000.

The Department of Cultural Affairs supports cultural institutions and programs throughout Manhattan. The Department's activities during the first half of Fiscal 2000 included facade and sidewalk reconstruction at City Center and at the New York Historical Society; and completion of the seating plaza at West Side High School, funded by the Percent for Art program. First Night New York City 2000 events were held at Lincoln Center, the New York State Theater, and the Museum of the City of New York. In addition, the City has pledged \$25 million in its Fiscal 2001 Financial Plan for the revitalization of Lincoln Center, and participates in a public/private partnership that will provide \$65 million over the next two years for expansion of the Museum of Modern Art.

In December 1999 the Department of Consumer Affairs released the City's first Parking Guide, developed through a joint effort with the Department of City Planning (DCP). The 49-page guide features full-color maps so drivers can choose a garage based on their destination, and lists prices, addresses and important telephone numbers for the more than 800 City-licensed off-street parking facilities operating below 72nd Street in Manhattan. The guide can be obtained by mail from the Department. The same information for every one of the 2,400 licensed parking garages in all five boroughs will soon be available on the DCP home page on NYC LINK™, the City's official web site.

Several New York Public Library branches have established CHOICES (Consumer Health Onsite Information Centers), which provide traditional health and medical references through Internet sites, materials for children and teens, information in Spanish and other languages, materials for those of limited reading abilities, and books on tape and video recordings. During the first four months of Fiscal 2000 CHOICES worked with the U.S. Health Care Financing Administration (HCFA) to launch a national outreach campaign, "Medicare and You," at the Countee Cullen Branch Library in Harlem.

Economic Development Services

The Economic Development Corporation (EDC) has concluded an agreement with a leading Manhattan-based Latin American computer network for Spanish- and Portuguese-speaking individuals, under which the firm will remain in Manhattan. Direct and indirect job growth as a result of the retention agreement is projected to total 1,140 jobs over the next 15 years.

EDC is working to develop a supermarket, restaurant, kitchen design store and public space under the Queensboro Bridge in Manhattan. This project, known as Bridgemarket, is on schedule to be fully operational by Winter 2000. The kitchen design store opened in early December 1999, and the project is expected to create 450 full-time jobs.

On September 14, 1999, Mayor Giuliani participated in the opening of ESPN Zone, a 42,000 square-foot sports dining and entertainment complex located at the corner of 42nd Street and Broadway in Times Square.

With the financial support of a New York investment fund and the City's Economic Development Corporation, a motion picture and video post-production center recently opened in Manhattan. The facility contains 170,000 square feet of production office space, film and video post-production facilities, and a state-of-the-art screening room.

AGENCY ACHIEVEMENTS BY BOROUGH

Through the Industrial Commercial Incentive Program (ICIP) the City distributed an estimated \$125 million in exemption benefits to eligible industrial or commercial buildings which are constructed, modernized, rehabilitated, expanded or otherwise physically improved. Since Fiscal 1994 the City's ICIP awards have increased significantly in all boroughs. During that period, benefits increased by 22 percent in Manhattan.

Health and Human Services

The number of persons receiving public assistance in Manhattan declined by 14.9 percent from 124,600 persons at the end of October 1998 to 106,000 persons at the end of October 1999. At the same time, the number of persons in Manhattan certified eligible only for Medicaid increased by 15.6 percent, from 78,300 persons at the end of October 1998 to 90,500 persons at the end of October 1999.

In October 1999 the Department of Youth and Community Development's (DYCD) Citizenship NYC initiative began a weekly outreach campaign at Metropolitan Hospital, a Health and Hospitals Corporation facility located in upper Manhattan, providing immigrants with assistance in citizenship application preparation and referrals to local community-based organizations.

DYCD plans to open an additional Beacon program in Washington Heights by the end of February 2000. Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of social, educational, vocational and recreational activities.

The 72-Hour Child Safety Conference model was fully implemented by the Administration for Children's Services (ACS) in Manhattan in June 1999. The 72-Hour Child Safety Conference initiative allows caseworkers to participate in a collaborative process with parents, relatives and involved service providers to make fully-informed decisions on how best to protect children, and support families in crisis.

Since July 1999 ACS's Family Violence Prevention Program (FVPP) has provided group interventions to change the behaviors of abusive partners, including teens in Manhattan. Participating families are referred from the ACS Division of Child Protection and contracted preventive service programs.

In January 2000 ACS established Medical Services Management Units in Manhattan. These units oversee ACS's Direct Foster Care Services compliance with health care standards and communication improvements between ACS and community-based primary care and mental health providers, and offer consultation and training to Agency staff on medical issues.

ACS' new Children's Center is expected to be substantially completed by mid-October 2000. The new Children's Center will house ACS' Emergency Children's Services, Placement and Evaluation Services, Pre-Placement Services and the Satterwhite Training Academy. The facility will also be the initial intake and processing center for abused and neglected children entering the Agency's care during non-business hours.

In keeping with the Mayor's priority of reducing childhood asthma, in the first four months of Fiscal 2000 DOH awarded several outcome-based contracts to community-based organizations. An organization in East Harlem will receive \$300,000 over two years to provide asthma education and case management. The program is expected to begin by Spring 2000.

In Fiscal 2000 the Department of Health (DOH) was allocated \$1.8 million to fund the Critical Event Response System, a two-year pilot program in East Harlem. The implementation team began meeting regularly in East Harlem in November 1999 and protocols for case management referrals, notification and follow-up were finalized in January 2000. A Critical Event includes observations of poorly controlled asthma that may occur in a classroom, in a school nurse's office, at home, at a physician's office or in an emergency room.

AGENCY ACHIEVEMENTS BY BOROUGH

There were 1,392 new AIDS cases in Manhattan during Calendar 1999, a 75 percent decrease compared with Calendar 1993.

During the first four months of Fiscal 2000 the Department of Mental Health's NYC-LINK program in Manhattan provided short-term intensive case management to 55 new admissions and linked them to appropriate community-based services and continued to monitor the progress of another 434 individuals who were previously linked to community-based services. The Department provides case management, linkage and monitoring services to mentally ill adults upon release from correctional facilities to decrease their recidivism.

Construction of the new annex for the Office of the Chief Medical Examiner (OCME) at Bellevue Hospital was started in August 1999; completion of the facility is expected by the end of February 2000. This annex will allow the DNA laboratory to reduce turnaround time for cases from 120 days to an average of 30 days. It will allow rush cases, which need to be done within 48 hours, to be completed without disruption to normal casework.

In November 1999 the Health and Hospitals Corporation (HHC) South Manhattan Network began the start-up of phase of a new Central Intake Unit. The Unit provides assessment, referrals, and admission for those seeking help for a substance abuse problem. During the first four months of Fiscal 2000 HHC completed the first phase of renovations of the medical emergency room at Harlem Hospital.

From October 1998 through September 1999 the School Construction Authority created 1,424 new student seats, one new school, and one modular annex in Manhattan.

QUEENS

Public Safety

Major felony crimes which are reported by the CompStat system, declined by 8.4 percent from Calendar 1998 to 1999, and by 56 percent from Calendar 1993 to 1999. From 1998 to 1999, 15 of the borough's 16 precincts saw declines in major felony crimes, while all precincts saw declines from 1993 to 1999.

In the first half of Fiscal 2000 the New York City Police Department (NYPD) expanded its use of closed circuit television (CCTV) technology to help produce significant decreases in major felony crime, especially in public housing developments. During the first four months of Fiscal 2000 the Department installed the remaining 100 CCTV cameras covering the South Jamaica Houses in Queens, for a total of 260 cameras.

In conjunction with the Mayor's Child Abuse Task Force, Victim Services and the Queens County District Attorney, NYPD is participating in the establishment of a Queens Child Advocacy Center, which will open by the end of Fiscal 2000. In February 1999 a director for the Queens center was selected.

In June 1999, in cooperation with the Human Resources Administration and the Mayor's Commission to Combat Family Violence, the Department implemented the first phase of the expanded Mayor's Alternative to Shelter (ATS) program in the 105th Precinct in Queens. Victims of domestic violence participating in ATS receive home and personal alarm systems, telephone answering machines, caller ID boxes, and pre-programmed cellular telephones that can be used to contact 911 in the event of an emergency. The Department has established special protocols for high-priority response to ATS alarms.

The Fire Department is completely renovating several firehouses. Design work for Engine Company 258 in Queens is complete; construction started on December 1, 1999 with expected completion in December 2000.

AGENCY ACHIEVEMENTS BY BOROUGH

The Department of Juvenile Justice's Community-Based Intervention (CBI) program currently operates two post-detention sites and seven prevention sites citywide. In Fiscal 2000 DJJ will administer new contracts with community-based organizations to expand post-detention services by two sites, including one in Queens. The Department is currently drafting letters of agreement to ensure that all CBI contracts for prevention, post-detention and truancy prevention services with community-based organizations incorporate specific performance standards.

Infrastructure and Community Services

The Department of Transportation (DOT) is making safety improvements on major corridors including Queens Boulevard. These improvements include sign changes, installation of pavement markings (such as high visibility crosswalks and STOP bars), and signal timing modifications. DOT expects to complete all of these improvements by Summer 2000. In August 1999 DOT completed measures to improve pedestrian safety on Queens Boulevard, including signal timing changes and a new midblock crosswalk at 69th Avenue with pedestrian-crossing signals. By the end of Fiscal 2000 additional short-term improvements will be made, including installation of signs, pavement markings and pedestrian ramps. The Department also plans to implement longer-term capital improvements such as creating midblock crosswalks at 68th and 70th Avenues with pedestrian-crossing signals; relocating slip ramps; widening medians; extending medians across crosswalks; and installing neckdowns, planters and pedestrian signals and barriers.

Ferry service to New York's baseball stadiums continued during Fall 1999. Service to every Yankee and Mets home game is offered from the South Street Seaport, East 34th Street, and East 90th Street, as well as from Weehawken, New Jersey. Additional service to weekend games is provided from St. George Terminal in Staten Island and from Bayonne, New Jersey. Ferry service is available to Shea and Yankee Stadiums from Highlands, New Jersey for most weekends and some weekday games. This service was previously offered infrequently and only on weekends.

In Spring 2000 an additional 40 miles of greenway will be completed in the Queens portion of the Brooklyn/Queens greenway. This combination of Class I (path), Class II (lane) and Class III (signed) routes link Highland, Forest, Flushing-Meadow, Kissena, Cunningham and Alley Pond Parks, and connects to paths through the Vanderbilt Motor Parkway and Cross Island Parkway.

Construction of a 28.5 million gallon underground combined sewer overflows (CSO) storage tank facility beneath Flushing Meadows-Corona Park by the Department of Environmental Protection (DEP) is underway. It will abate combined sewer discharges into Flushing Bay. As part of the last phase of the project, DEP will bid a contract to construct and equip the recreational facilities in Calendar 2000. The design of an underground tank that will abate CSO into the Paedergat Basin, a tributary of Jamaica Bay, is also in progress. In Calendar 2000 DEP will complete construction of influent channel structures.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative, which coordinates agency responses to quality-of-life problems in locations identified by communities. DEP is working in collaboration with NYPD and other agencies to inspect these locations; it also enforces compliance with the appropriate sections of the air and noise code. DEP participated in 31 MARCH inspections in Manhattan, Brooklyn, the Bronx and Queens during the first four months of Fiscal 2000. The Department has participated in a total of 102 inspections since the inception of MARCH.

The Project Home program is a joint venture between Neighborhood Housing Services (NHS) and the New York City Housing Authority (NYCHA) to rehabilitate 70 vacant single-family buildings in southern Queens and sell them to NYCHA residents. NHS will serve as NYCHA's partner and project manager, offering pre-purchase and post-purchase counseling and coordinating the closings on these houses.

AGENCY ACHIEVEMENTS BY BOROUGH

The Department of Design and Construction (DDC) completed work on Phases III and IV of the Springfield Boulevard trunk sewer system project in Southeastern Queens in October 1999, two months ahead of its accelerated completion date and almost three years ahead of its original schedule. Also in Queens, design has progressed on two projects to install lateral sewers to the north and south of Conduit Avenue, which will connect neighborhoods to the new, substantially expanded stormwater removal system and further relieve flooding conditions in these neighborhoods. Completion of these projects is expected in Summer 2001 and will result in a major quality-of-life improvement for the residents of Southeastern Queens.

DDC completed design of the South Jamaica area street reconstruction project in November 1999. This project includes street reconstruction and replacement of water mains, storm sewers and sanitary sewers. Construction is scheduled for completion in August 2001.

DDC completed Phase II of the Montessori Learning Center renovation in November 1999. Upgrades for compliance with the Americans with Disabilities Act were completed at public library branches in October 1999 in Queens. In July 1999 design began at two additional libraries. Design for the renovation of the Poppenhusen Branch Library was completed in August 1999. Construction is scheduled to begin in May 2000, with completion planned for May 2001.

Scorecard cleanliness ratings conducted by the Mayor's Office of Operations showed that the borough's streets improved from 88.1 percent acceptably clean during July through December 1998 to 91.2 percent acceptably clean during July through December 1999.

In November 1999 the Department of Sanitation's Fall leaf and yard waste collection program expanded to include all 14 Community Boards in Queens.

The Department of Parks and Recreation surveys of small parks and playgrounds found the borough's facilities 94 percent acceptably clean during the period July through October 1999.

DPR has acquired 129 acres of new parkland in Queens since Fiscal 1994.

In its continuing program of rezoning actions to preserve the character of Queens's neighborhoods, the Department of City Planning (DCP) initiated public review of two zoning proposals in November 1999. The Little Neck Pines proposal would rezone a 29-block area in Queens Community District 11 to ensure that new housing is consistent with the neighborhood's existing form of one- and two-family detached homes. In the Forest Hills section of Queens Community District 6, the Kew Forest rezoning from a medium-density residential district to a lower-density district would ensure that new development is compatible in scale and density with the existing neighborhood character.

In November 1999 DCP presented its final report to the Queens Boulevard Working Group convened to address existing and potential traffic congestion in a section of Elmhurst where several major commercial developments are planned. The report recommends widening street and ramps, creating a new street segment, adding a new traffic signal, improving pedestrian crosswalks and signage, and other measures to enhance traffic flow and pedestrian safety.

The Americans with Disabilities Act (ADA) compliance project, an effort to bring court buildings managed by the Department of Citywide Administrative Services (DCAS) into adherence with federal ADA legislation, is progressing as scheduled. DCAS began construction on the Queens Summons division; it expects to complete construction by June 2000.

AGENCY ACHIEVEMENTS BY BOROUGH

The Department of Cultural Affairs supports cultural institutions and programs throughout Queens. The Department's activities during the first half of Fiscal 2000 included support for the Queens Symphony free summer concert series in Forest Park; for Percent for Art projects in six Queens locations; and for conversion of the historic Louis Armstrong House into a museum. First Night New York City 2000 events were held at the Queens Museum of Art, the New York Hall of Science, and the Queens Theatre in the Park.

Construction on the new 23,000-square-foot Langston Hughes Community Library and Cultural Center in Corona is complete and the Center opened to the public on November 9, 1999, welcoming a crowd of over 900 patrons. This facility houses the extensive Black Heritage Reference collection and features state-of-the-art public-access computer facilities, a 175-seat auditorium, and a multi-purpose outdoor courtyard.

On December 20, 1999 the new 13,500-square-foot South Jamaica library branch was opened to the public. This facility is the first City-built project in "green architecture," which uses energy-conserving mechanical and electrical systems to provide more energy-efficient building operations. The new branch offers improved services including public access computers, a larger children's room, a meeting room for library and community programs, and space in the lower level for future expansion of public services.

Design of the new 18,000-square-foot Long Island City library branch, to be located adjacent to P.S. 111, is in progress. This new facility will include public access computers, a meeting room, space in the lower level for future expansion of public services, and an Adult Learning Center. Construction bidding documents are expected to be issued in Spring 2000, with construction and initial outfitting to take approximately 24 months thereafter.

Economic Development Services

The Federal Aviation Administration will locate its national headquarters in Springfield Gardens, Queens, just north of John F. Kennedy International Airport. The 200,000-square-foot, five-story office building will be located at 159th Street and Rockaway Boulevard and is expected to house approximately 800 workers. Construction of the facility began in June 1998 and the facility will be fully operational in March 2000.

Through the Industrial Commercial Incentive Program the City distributed an estimated \$125 million in exemption benefits to eligible industrial or commercial buildings which are constructed, modernized, rehabilitated, expanded or otherwise physically improved. Since Fiscal 1994 the City's ICIP awards have increased significantly in all boroughs. During that period, benefits increased by 25 percent in Queens.

Construction will begin at an historic film and television studio in Astoria, Queens to expand the studio's production complex by adding an 18,000-square-foot sound stage and a 25,000-square-foot support space. Demolition is scheduled for early 2000, the groundbreaking is slated for Spring 2000, and the target opening date is January 2001.

Health and Human Services

The number of persons receiving public assistance in Queens declined by 16.1 percent from 100,200 persons at the end of October 1998 to 84,100 persons at the end of October 1999. At the same time, the number of persons in Queens certified eligible only for Medicaid increased by 16.2 percent, from 109,300 persons at the end of October 1998 to 127,000 persons at the end of October 1999.

AGENCY ACHIEVEMENTS BY BOROUGH

The Department of Youth and Community Development (DYCD) plans to open an additional Beacon program in Ozone Park by the end of February 2000. Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of social, educational, vocational and recreational activities.

The 72-Hour Child Safety Conference model was fully implemented by the Administration for Children's Services (ACS) in Queens in June 1999. The 72-Hour Child Safety Conference initiative allows caseworkers to participate in a collaborative process with parents, relatives and involved service providers to make fully-informed decisions on how best to protect children, and support families in crisis.

ACS' Family Violence Prevention Program has provided group interventions to change the behaviors of abusive partners, including teens, in Queens since July 1999. Participating families are referred from the ACS Division of Child Protection and contracted preventive service programs.

In October 2000 ACS established Medical Services Management Units in Queens. These units oversee ACS's Direct Foster Care Services compliance with health care standards and communication improvements between ACS and community-based primary care and mental health providers, and offer consultation and training to Agency staff on medical issues.

In keeping with the Mayor's priority of reducing childhood asthma, in the first four months of Fiscal 2000 the Department of Health (DOH) awarded several outcome-based contracts to community-based organizations. An organization in Jamaica will receive \$300,000 over two years to provide asthma education and case management. The program is expected to begin by Spring 2000.

There were 900 new AIDS cases in Queens during Calendar 1999, a 53 percent decrease compared with Calendar 1993.

In July 1999 the Department of Homeless Services contracted with a nonprofit organization to manage and provide services at the Springfield Gardens Family Shelter in Queens. The contracted provider continues to offer case management, child care and rehousing services.

The Health and Hospitals Corporation's (HHC) Queens Network will open three primary care clinics in Queens by the end of Fiscal 2000. These new HHC clinics will be located in the Springfield Gardens, Corona and Sunnyside communities. HHC's capital plan to rebuild Queens Hospital Center continues to be ahead of schedule, with construction expected to be completed in Fiscal 2002.

From October 1998 through September 1999 the School Construction Authority created 5,023 new student seats and eleven modular annexes in Queens.

STATEN ISLAND

Public Safety

Major felony crimes which are reported by the CompStat system, declined by 10.1 percent from Calendar 1998 to 1999, and by 62.1 percent from Calendar 1993 to 1999. These are the largest percentage reductions seen in the five boroughs. All three Staten Island precincts saw declines in major felony crimes from 1998 to 1999 and from 1993 to 1999.

In the first half of Fiscal 2000 the New York City Police Department (NYPD) expanded its use of closed circuit television (CCTV) technology to help produce significant decreases in major felony crime, especially in public housing developments. During the first four months of Fiscal 2000 NYPD installed 64 cameras in the Stapleton Houses on Staten Island.

AGENCY ACHIEVEMENTS BY BOROUGH

Infrastructure and Community Services

In Spring 2000 the Department of Transportation (DOT) will begin installing approximately 2,200 bus stop markers in Staten Island.

In Fiscal 2000 DOT continues to implement traffic engineering measures to improve pedestrian and motorist safety and mobility. DOT installed the first two-way left turn lane in the City along a two-block stretch of Hyland Boulevard to provide safe access for motorists to local businesses. Also on Hyland Boulevard, plans were completed for the installation of 23 large street name signs and 46 advance street name signs to assist the elderly and visitors unfamiliar with the area in identifying cross streets.

In June 1999 DOT implemented traffic engineering measures to maximize the vehicular efficiency of the College of Staten Island area in preparation for the Staten Island Yankees opening game. New signal controllers were installed at five intersections; signal timing was modified at over 30 locations to accommodate additional vehicles; over 30 directional signs were installed on the Staten Island Expressway and local streets; parking restrictions were implemented to facilitate traffic flow; all the pavement markings around the perimeter of the College were refurbished. During July and August 1999 DOT assessed conditions before and after the games and determined that the measures were successful.

In June 1999 DOT began work on the design phase of new ferry boats that will replace three Kennedy-Class Staten Island ferry boats. The design will require approximately one year to complete. The new ferry boats will be approximately 13 feet longer than the original Kennedy-Class vessels and will provide the capacity for 800 to 900 more passengers on four decks. The new boats will be equipped with state-of-the-art pollution control features. Each boat will have two elevators to provide access to disabled passengers. The highest deck, known as the hurricane deck, will be accessible to passengers for the first time on the new ferries, presenting riders with harbor views not previously available.

Ferry service to New York's baseball stadiums continued during Fall 1999. Service to weekend games is provided from St. George Terminal.

A MetroCard Service Center opened in the Saint George Ferry Terminal in October 1999. The center allows senior citizens or persons with disabilities to obtain their discounted MetroCards within the terminal. The MetroCard Service Center was established in a long-vacant concession space with material provided by New York City Transit and the labor of the DOT Staten Island Ferry maintenance staff.

DOT intends to select a provider of regularly scheduled express bus service between the South Shore of Staten Island and Manhattan via New Jersey. The provider will participate in the One City One Fare program. The projected contract start date is June 2000.

DEP renewed its contract with Con Edison to read water meters on Staten Island for one year beginning in March 1999. Under this contract the Department saves 77 percent of its in-house cost, or \$1.17 per reading.

During July through October 1999 the Department of Design and Construction (DDC) started 36 new infrastructure construction projects in Staten Island, including the installation of new sanitary and storm sewers on Barclay Avenue and Eylandt Street. DDC completed renovation of the New Dorp Senior Center in September 1999. Renovation of the New Dorp Regional Library was substantially completed in October 1999.

Scorecard cleanliness ratings conducted by the Mayor's Office of Operations showed that the borough's streets improved from 96.4 percent acceptably clean during July through December 1998 to 96.8 percent acceptably clean during July through December 1999.

AGENCY ACHIEVEMENTS BY BOROUGH

The City is on schedule to close the Fresh Kills Landfill by the end of December 2001. During December 1999 an average of 6,567 tons per day of Bronx, Brooklyn, Manhattan, and Staten Island-generated refuse was diverted from disposal at the Fresh Kills Landfill through private waste-handling contracts.

In October 1999 the Department of Sanitation's NY Stuff Exchange telephone hotline was activated as a pilot program in Staten Island. The toll free number, 877-NYC-STUFF (877-692-7883), provides residents seeking to donate used items with a wealth of information about reuse outlets in their area and includes information on items sought, outlet addresses, hours of operation and pick-up schedules.

Department of Parks and Recreation (DPR) surveys of small parks and playgrounds found the borough's facilities 95 percent acceptably clean during the period of July through October 1999.

DPR has acquired 1,307 acres of new parkland in Staten Island since Fiscal 1994.

During the period July through October 1999 DPR began renovation of Cloves Lake Park in the Sunnyside section. The renovation, scheduled for completion by the end of July 2000, will include a walking path, gardens, benches, marble tables topped with chess and checker boards, and gaming facilities such as horseshoe pits and courts for shuffleboard and bocce.

As a result of an increase in illegal conversion complaints, the Department of Buildings will expand the Quality-of-life Team's scope by responding to these types of complaints in Staten Island in Fiscal 2000.

The Staten Island South Shore Greenway Plan, completed by the Department of City Planning (DCP) in November 1999, recommends a network of multi-use paths that would link the area's major destinations and provide a direct, safe and scenic route connecting Great Kills National Park, Conference House Park, and Clay Pit Ponds Park. In December 1999 DCP released the "Northwest Staten Island Study, Phase I," which differentiates areas that are suitable for development and those that are important wildlife habitats or essential stormwater drainage corridors. The study better enables the City to balance environmental and economic considerations.

The Americans with Disabilities Act (ADA) compliance project, an effort to bring court buildings managed by the Department of Citywide Administrative Services into adherence with federal ADA legislation, is progressing as scheduled. Construction will begin at Staten Island Supreme and Surrogate Courts in Winter 2000 and at Staten Island Borough Hall in Spring 2000; completion is expected in early Fiscal 2001.

The Department of Cultural Affairs supports cultural institutions and programs throughout Staten Island. The Department's activities during the first half of Fiscal 2000 included support for the Council on the Arts and Humanities for Staten Island, and for First Night New York City 2000 events at the Snug Harbor Cultural Center.

As part of the November 1999 Used-Car Dealer initiative, the Department of Consumer Affairs (DCA) took legal action to revoke the licenses of three used car dealers in Brooklyn, Staten Island and the Bronx selling defective, and sometimes dangerous, vehicles. These dealers face more than \$200,000 in fines and consumer restitution as well as the potential loss of their licenses. Problems ranged from cars stalling as they were driven off the lot to an accident caused by brake failure. The Department's Used-Car Dealer initiative resulted in a total of 348 violations issued.

Economic Development Services

In September 1999 the Staten Island Yankees completed their first season at an interim baseball facility located at the College of Staten Island. Over 38 games, average attendance was 3,100 baseball fans. The Uniform Land Use Review Procedure (ULURP) was completed in December 1999, and plans for construction of the permanent stadium located in St. George, Staten Island, are on schedule for the facility to open in June 2001.

AGENCY ACHIEVEMENTS BY BOROUGH

The Economic Development Corporation (EDC) is proceeding with the St. George Station project, featuring the development of a new state-of-the-art ferry terminal located in St. George, Staten Island. Architectural and engineering design began in December 1999, and early construction work, including oil room reconstruction in the Ferry terminal, maintenance of the garage facility, installation of trash compactors, rehabilitation of the ramp D expansion joint, and platform and bulkhead construction at slip 3, will start in late Spring 2000. Substantial construction work will begin in early 2001. The \$67 million project is being coordinated with the new minor league baseball stadium to the north and the National Lighthouse Center and Museum to the south of the site.

Through the Industrial Commercial Incentive Program (ICIP) the City distributed an estimated \$125 million in exemption benefits to eligible industrial or commercial buildings which are constructed, modernized, rehabilitated, expanded or otherwise physically improved. Since Fiscal 1994 the City's ICIP awards have increased significantly in all boroughs. During that period, benefits increased by 67 percent in Staten Island.

Health and Human Services

The number of persons receiving public assistance in Staten Island declined by 11 percent from 16,300 persons at the end of October 1998 to 14,500 persons at the end of October 1999. At the same time, the number of persons in Staten Island certified eligible only for Medicaid increased by 10.6 percent, from 11,300 persons at the end of October 1998 to 12,500 persons at the end of October 1999.

As of October 1999 the 72-Hour Child Safety Conferences were implemented by ACS in Staten Island and citywide. The 72-Hour Child Safety Conference initiative allows caseworkers to participate in a collaborative process with parents, relatives and involved service providers to make fully-informed decisions on how best to protect children, and support families in crisis.

In January 2000 ACS established a Medical Services Management Unit in Staten Island. These units oversee ACS's Direct Foster Care Services compliance with health care standards and communication improvements between ACS and community-based primary care and mental health providers, and offer consultation and training to Agency staff on medical issues.

In keeping with the Mayor's priority of reducing childhood asthma, in the first four months of Fiscal 2000 the Department of Health (DOH) awarded several outcome-based contracts to community-based organizations. An organization in North Shore will receive \$300,000 over two years to provide asthma education and case management. The program is expected to begin by Spring 2000.

During the first four months of Fiscal 2000 DOH continued coordinating the Turning Point Initiative, which brings together community groups and public health-related institutions to identify public health problems and develop a plan to address them. A forum will be held in Staten Island during Winter 2000. The intention of the initiative is to strengthen community participation in public health planning.

In Fall 1999 DOH selected a private City university to conduct a planned study of cancer risk factors on Staten Island. The study will include a baseline survey of risk factors, the development and ongoing evaluation of a health promotion and risk reduction program, and an analytical study of respiratory cancers. The project will begin in Spring 2000 and is expected to be completed in early Calendar 2003.

There were 97 new AIDS cases in Staten Island during Calendar 1999, a 68 percent decrease compared with Calendar 1993.

From October 1998 through September 1999 the School Construction Authority (SCA) created 768 new student seats and two modular annexes in Staten Island.

APPENDIX INDICATORS ADDED AND DELETED

NEW INDICATORS IN THE PRELIMINARY FISCAL 2000 MAYOR'S MANAGEMENT REPORT

The following table lists new performance measures appearing in the Preliminary Fiscal 2000 Mayor's Management Report. A total of 170 indicators have been added to the Report.

APPENDIX INDICATORS ADDED AND DELETED

I. PUBLIC SAFETY

Department of Correction

- Jail-Based Arrests of Inmates
- Arrests of Visitors for Criminal Charges

Department of Probation

Operation Nightwatch:

- Field Checks During Period
- Warrants Executed During Period

Restitution Collected for Crime Victims:

- Restitution Amount
- Number of Payments
- Beneficiaries Compensated

Substance Abuse Treatment Services:

- Probationers Tested for Illegal Substances
- Total Referrals for Substance Abuse Treatment Services
- Probationers Referred to Substance Abuse Treatment Services
 - Probationers Referred Once
 - Probationers Referred Twice
 - Probationers Referred Three Times
 - Probationers Referred More Than Three Times
 - Total of Probationers Referred More Than Once
 - Referrals per Probationer
- Total Placements in Substance Abuse Treatment Services
- Probationers Placed in Substance Abuse Treatment Services
- Referred Probationers Not Placed in Substance Abuse Treatment Services

Department of Juvenile Justice

- Weapons Recovery Rate per 1,000 Admissions
- Juvenile-on-Juvenile Assaults/Altercations per 1,000 Admissions
- Percent On-Time Court Appearance
- Percent On-Time On-Trial Court Appearance
- Number of Hospital Runs

Community Based Intervention:

- Juveniles Served
- Percent of Juveniles Who Successfully Complete Program
- Juveniles Returned To School
- New Participants in Community Services

Civilian Complaint Review Board

- Other Complaint Closures
- Percentage of Full Investigations with an Unidentified Member of Service
- Cases Transferred to Mediation

APPENDIX INDICATORS ADDED AND DELETED

II. INFRASTRUCTURE AND COMMUNITY SERVICES

Department of Design and Construction

- Projects completed - Total Dollar Value of Construction (000,000)
 - Completed Early
 - Completed On-Time
 - Completed Late
- Projects Completed Under \$500,000
 - Completed Early
 - Completed On Time
 - Completed Late
- Projects Completed Between \$500,000 and \$1 million
 - Completed Early
 - Completed On Time
 - Completed Late
- Projects Completed Greater than \$5 million
 - Completed Early
 - Completed On Time
 - Completed Late
- Average Construction Duration of Projects (days)
- Structures Projects
 - Under \$500,000
 - Between \$500,000 and \$1 million
 - Between \$1 million and \$5 million
 - Greater than \$5 million
- Infrastructure Projects
- Sewer & Water
 - Under \$500,000
 - Between \$500,000 and \$1 million
 - Between \$1 million and \$5 million
 - Greater than \$5 million
- Street
 - Under \$500,000
 - Between \$500,000 and \$1 million
 - Between \$1 million and \$5 million
 - Greater than \$5 million

APPENDIX INDICATORS ADDED AND DELETED

Department of Parks and Recreation

Attendance at Recreation Centers:

- Adult
- Youth
- Senior
- Visitor
- Recreation Center Special Events

Park and Playground Reconstructions Completed:

- Early
- On Time
- Late

Landmarks Preservation Commission

Research:

- Total Number of Designated Properties
- Number of Buildings Heard at Public Hearings
- Number of Buildings Designated
 - Requests for Evaluation Received
 - Requests for Evaluation Acknowledged
- Records Access Requests Received
- Records Access Requests Granted

Enforcement:

- Warning Letters Issued
- Responses within 20-day Grace Period
- Applications to Legalize or Remedy
- Number of Warning Letters Pending
- Stop Work Orders Issued
- Notices of Violation Issued
- Warning Letters/Violations Cured

Historic Grant Preservation Program:

- Inquiries Received
- Applications Received
 - Grants Awarded

Preservation:

- Work Permit Applications Received
 - Actions Taken
 - Work Permit Applications Approved
 - Work Permit Applications Denied
 - Work Permit Applications Withdrawn

APPENDIX INDICATORS ADDED AND DELETED

III. HEALTH AND HUMAN SERVICES

Human Resources Administration

Homelessness Prevention:

- Total Families
 - Active Cases
 - Closed Cases
- Cases Closed with Outcomes
 - Families Diverted
 - Families Not Diverted
 - Diversion Rate (%)
- Families at Imminent Risk
 - Imminent Risk Families for Whom Housing Was Found
 - Imminent Risk Diversion Rate (%)

Domestic Violence and Emergency Intervention Services:

- Total Domestic Violence Nonresidential Programs
- Nonresidential Program Active Caseload
- Total Domestic Violence Nonresidential Program Hotline Calls
- Services Provided by Domestic Violence Nonresidential Programs
 - Counseling
 - Safety Planning
 - Information and Referrals
 - Advocacy
 - Community Education

Department of Homeless Services

Families per Day Requesting Temporary Housing:

- Families Placed in Overnight Accommodations
- Families at EAU Overnight

Department of Employment

Dislocated Workers (EDWAAA):

- Value of Agency Contracts
- Number of Contracts
- Enrollment

Participant Outcomes:

- Placements into Employment
- Percentage Placed into Employment
- Participants Working at 90 Days

Refugee Entrant Targeted Assistance Program (RETAP):

- Value of Agency Contracts
- Number of Contracts
- Enrollment
 - Public Assistance Recipients
- Participant Outcomes:

APPENDIX

INDICATORS ADDED AND DELETED

- Placements into Employment
- Percentage Placed into Employment
- Participants Working at 90 Days

Board of Education

Class Size (28 or more students) (October 31):

- Grade 1
- Grade 2
- Grade 3

General Education and Resource Room Pupils Achieving Basic Proficiency or Above in English Language Arts:

- All Grades, District Schools
- Grade 3
- Grade 4
- Grade 5
- Grade 6
- Grade 7
- Grade 8

Reading Progress for Low Performing Students:

- Elementary Schools: Percent of Students in Proficiency Level 1 Progressing into a Higher Proficiency Level
- Middle Schools: Percent of Students in Proficiency Level 1 Progressing into a Higher Proficiency Level

General Education and Resource Room Pupils Achieving Basic Proficiency or Above in Mathematics:

- All Grades, District Schools
- Grade 3
- Grade 4
- Grade 5
- Grade 6
- Grade 7
- Grade 8

Mathematics Progress for Low Performing Students:

- Elementary Schools: Percent of Students in Proficiency Level 1 Progressing Into a Higher Proficiency Level
- Middle Schools: Percent of Students in Proficiency Level 1 Progressing Into a Higher Proficiency Level

Percent of Students in Cohort Receiving a Score of 65 or Higher:

- English Language Arts
- Mathematics

School Construction Authority

Projects Completed:

- Completed Early
- Completed On Time

APPENDIX INDICATORS ADDED AND DELETED

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Department of Finance

- Tax Lien Ombudsman Inquiries
 - Regular Inquiries
 - Senior Inquiries

Neighborhood Payment Center Activity:

- Number of Transactions
- Dollars Collected
 - Parking Violations
 - Real Estate
 - Water

Electronic Parking Violations Payments Received:

- Number of Transactions
 - IVR
 - Internet
- Dollar Value of Transactions

V. CITYWIDE INDICATORS

AGENCY REVENUE

Health and Hospitals Corporation

HHC Revenue:

- Department of Correction

REGULATORY PERFORMANCE

Department of Health

Food Establishment Inspections:

- Percent of Food Service Establishments Requiring a Reinspection After Failing Initial Inspection

Lead Poisoning Prevention:

- Percent of New Cases Identified with Initial Inspection of Primary Address Completed Within 7 Days
- New Cases with 2 Consecutive Blood Lead Levels of 15-19 mcg/dL
- New Cases with Blood Lead Levels of 10-19 mcg/dL

APPENDIX INDICATORS ADDED AND DELETED

INDICATORS DELETED FROM THE PRELIMINARY FISCAL 2000 MAYOR'S MANAGEMENT REPORT

The following table lists quantitative indicators deleted from the Fiscal 2000 Mayor's Management Report. For each indicator, the table lists the reason for removing the indicator and, where applicable, the name of the new or revised indicator which provides similar information. A total of 117 indicators have been eliminated from the Report, of which 38 have been replaced by new or revised indicators.

APPENDIX INDICATORS ADDED AND DELETED

I. PUBLIC SAFETY

Department of Juvenile Justice

Aftercare Program:

- Beginning of Period Case Count
- New Cases Opened
- Cases Closed
- End of Period Case Count
- Average Caseload per Case Manager
- Juveniles Receiving Needed Support Services
- Juveniles who Improved in School Attendance by Program Completion
- Juveniles Who Successfully Completed Program

Reduce Children's Violence:

- Juveniles Served
- New Participants in Community Services
- Juveniles Who Successfully Completed Program

The Aftercare and Reduce Children's Violence programs have been combined as the Department's Community Based Intervention program. These indicators have been replaced by indicators reflecting the mission and service priorities of the new program.

APPENDIX INDICATORS ADDED AND DELETED

II. INFRASTRUCTURE AND COMMUNITY SERVICES

Department of Housing Preservation and Development

Housing Management and Sales:

- SIP Units remaining in Net Lease

This program has been discontinued; all properties have been transferred to private ownership.

Department of Design and Construction

- Projects Completed Under \$1 Million
 - Completed Early
 - Completed On Time
 - Completed Late
- Projects Completed Between \$5 and \$10 Million
 - Completed Early
 - Completed On Time
 - Completed Late
- Projects Completed Greater than \$10 Million
 - Completed Early
 - Completed On Time
 - Completed Late

DDC indicator breakouts of project timeliness have been reorganized and expanded. The above indicators are replaced by indicators in four categories: Under \$500,00, Between \$500,000 and \$1 Million, Between \$1 Million and \$5 Million, and Greater Than \$5 Million.

Department of Sanitation

- Full Time Employees
- (four agency subdivisions)

These are not mission-critical indicators, since they do not show outcomes of the Department's programs.

Department of Parks and Recreation

- Senior Citizen Attendance at Recreation Centers
 - Bronx Attendance
 - Brooklyn Attendance
 - Manhattan Attendance
 - Queens Attendance
 - Staten Island Attendance

These indicators have been replaced by indicators breaking out recreation center attendance by adults, youth, and seniors. Total recreation center attendance continues to be broken out by borough.

APPENDIX INDICATORS ADDED AND DELETED

III. ECONOMIC DEVELOPMENT SERVICES

Department of Business Services

Business Action Center:

- Calls Received by NY*MAGIC
- New Cases
- Percent of Cases Closed Within Five Business Days

Local Development Corporations (Contracts):

- Manhattan
- Bronx
- Staten Island
- Brooklyn
- Queens
- Citywide

Locally Based Enterprise Program:

- New Applications Received
- Companies Denied Certification

Minority/Women-Owned Business Enterprise Program:

- New Applications Received
- Companies Recertified
- Companies Denied Certification

Bid-Match Program:

- New Firms entered Into Database
- Number of Participating Agencies
 - City
 - Quasi - Government
 - Private

These are not mission-critical indicators, since they do not show outcomes of the Department's programs.

Economic Development Corporation

Business Recruitment and Retention:

- Bond Applications Approved by IDA Board
- Dollar Value of Applications Approved (000)
- Bond Transactions Closed
- Dollar Value of Bonds Issued (000)

EDC will pursue alternatives to bond financing in its business retention transactions.

APPENDIX INDICATORS ADDED AND DELETED

IV. HEALTH AND HUMAN SERVICES

Department of Employment

Job Testing, Assessment and Placement (TAP) Centers:

- Value of Agency Contracts
- Number of Centers
- Enrollment
 - - Public Assistance Recipients
 - - High School Dropouts
- Participant Outcomes
- Total Positive Outcomes
 - Unsubsidized Employment
 - Educational Placement
 - Percentage of Positive Outcomes

Responsibility for these services has been transferred to the Human Resources Administration. These services are now delivered within a different program model.

Board of Education

Mathematics Progress for Low Performing Students:

- Elementary Schools: Percent of Students Bottom Quartile Progressing Into a Higher Quartile
- Middle Schools: Percent of Students Bottom Quartile Progressing Into a Higher Quartile

Reading Progress for Low Performing Students:

- Elementary Schools: Percent of Students Bottom Quartile Progressing Into a Higher Quartile
- Middle Schools: Percent of Students Bottom Quartile Progressing Into a Higher Quartile

These indicators are replaced by corresponding indicators that reflect students' average scores based on proficiency levels that are aligned with New York State's method of categorizing scores.

Enrollment:

- Second Opportunity Schools

Problems in acquiring lease approval have prevented the Board of Education from opening Second Opportunity schools.

School Construction Authority

Playground/Athletic Field Reconstructions:

- Designs Started
- Construction Started
- Completed

The Board of Education has assigned no new projects in this category to SCA since Fiscal 1995.

APPENDIX INDICATORS ADDED AND DELETED

V. REGULATORY AND ADMINISTRATIVE SERVICES

Department of Finance

Audit and Tax Enforcement:

- Full-Time Employees

Desk Audits:

- Amount of Assessments (000)
- Assessment per Audit

Corporate Taxes:

- Amount of Assessments (000)
- Assessment per Audit

Income Tax:

- Amount of Assessments (000)
- Assessment per Audit

Sales Tax

- Amount of Assessments (000)
- Assessment per Audit

Commercial Rent and Hotel Tax:

- Amount of Assessments (000)
- Assessment per Audit

Revenue Operations:

- Full-Time Employees

Returns Received and Checked for Mathematical Accuracy:

- Income Tax
- Corporation Tax

Property:

- Full-Time Employees

Planning and Compliance:

- Full-Time Employees

Parking Violations:

- Full-Time Employees

Improper Dunning Complaints:

- Received
- Resolved within 30 Days

These are not mission-critical indicators, since they do not show outcomes of the Department's programs.

APPENDIX INDICATORS ADDED AND DELETED

Department of Consumer Affairs

- Full Time Employees
(Six agency subdivisions)

License Issuance:

- Applications Distributed

These are not mission-critical indicators, since they do not show outcomes of the Department's programs.

Taxi and Limousine Commission

- Full Time Employees
(Two agency subdivisions)

Adjudications:

- Adjudications Generated from Other Enforcement Agencies
 - NYPD
 - Port Authority
- Summons Disposition by Guilty Pleas

Licensing:

- Medallion Drivers Licenses not Renewed
- Prospective Applicants Rejected for Failing Initial English Proficiency Test
- For-Hire Vehicles Driver Licenses not Renewed
- For-Hire Bases Licenses not Renewed

These are not mission-critical indicators, since they do not show outcomes of the Department's programs.

- Driver Retraining Completed

All licensed taxicab drivers have now taken a retraining course, and Continuing Education is now a condition for license renewal.

APPENDIX INDICATORS ADDED AND DELETED

VI. CITYWIDE INDICATORS: REGULATORY PERFORMANCE

Department of Sanitation

Environmental Unit:

- Total Hazardous Waste Cases
- Total Hazardous Waste NOVs Issued
- Total Infectious Waste Cases
- Total Infectious Waste NOVs Issued

These indicators are replaced by six indicators introduced in the Preliminary Fiscal 1999 MMR, enumerating cases and summonses within three categories (chemical, medical, and asbestos cases).

Department of Health

Food Establishment Inspections:

- Passing Initial Inspections

This indicator is replaced by Percent of Food Service Establishments Requiring a Reinspection After Failing Initial Inspection. The new indicator focuses on food establishments with serious violations.

Lead Poisoning Prevention:

- Initial Assessments Made Within 3 Days

This indicator is replaced by Percent of New Cases Identified with Initial Inspection of Primary Address Completed Within 7 Days. The new indicator more accurately reflects the Department's performance standard.